



# 2021-2025 strategic plan

*The Deschutes Land Trust conserves and cares for the lands and waters that sustain Central Oregon, so local communities and the natural world can flourish together for generations to come.*



DESCHUTES  
**LAND**  
TRUST





# OUR MISSION AND VISION

## THE NEED

*From the pine forests of our Cascade foothills to the working ranches and farms along the Crooked River and in Madras, the Deschutes Land Trust is conserving land in Central Oregon at a time when the pressures on our human and natural communities are intense.*

As our economy continues to diversify from farming, ranching, logging, and other natural resource industries towards tourism, recreation, and technology, we create new opportunities and challenges. Population growth also continues to change the face of our region. This growth accelerates development, increases the need for housing and transportation options, strains natural resources, and changes our quality of life and amazing access to the outdoors. It also enriches our region as people from many different backgrounds work to build community and connect to the outdoors in many different ways.

When these population shifts and economic changes are combined with climate change, they place enormous pressure on our region's life-sustaining resources: clean air, clean water, and native plants and animals. The stakes are high. Here in Central Oregon, how will we protect the land we need to clean carbon from the air? How will we provide sufficient clean water for agriculture, people, and the native plants and animals that need it to survive? How do we build communities that coexist with wildfire? How do we address the high demand for outdoor access in an equitable way?

At the Deschutes Land Trust, we don't have all the answers, but we do know that one key to a better future for all of us is conserving and caring for the land. Conserved lands that are vibrant, connected, and strong in the face of a changing climate are also vital for plants, animals, and people. Together we can build a future where our healthy natural areas are inextricably linked to the wellbeing of all Central Oregonians.

### Our Mission:

The Deschutes Land Trust conserves and cares for the lands and waters that sustain Central Oregon, so local communities and the natural world can flourish together for generations to come.

### Our Vision:

We envision a future of strong and healthy natural and human communities—where we work together to conserve and care for the lands that make Central Oregon an incredible place to live, work, and grow.

- With the population of Central Oregon continuing to grow and our climate rapidly warming, we protect the rivers, forests, canyons, meadows, and agricultural lands that Central Oregon will need to thrive for generations to come.
- We conserve lands that are strong and adaptable to the changing climate and that sustain functioning natural systems, abundant native plants and animals, clean air and water, and healthy local communities.
- All people have an opportunity to meaningfully connect with this place, so that together we can build an interconnected community of people committed to protecting and caring for the lands we all love.

ASPEN HOLLOW PRESERVE. PHOTO: TYLER ROEMER.



## OUR VALUES



CAMP POLK MEADOW PRESERVE. PHOTO: JAY MATHER.

### Excellence

*We strive for excellence* in all aspects of our work so we can be most effective at conserving and caring for the land. We demonstrate the highest standards of dedication, personal integrity, truthfulness, and honesty as we carry out our mission.

### Teamwork

*Staff and board work together* to accomplish our mission to conserve and care for the land. We promote a working environment that values respect, fairness, and integrity. We demonstrate positive leadership exemplified by open communication, creativity, dedication, and compassion.

### Equity

*We strive to recognize and understand* the role past land conservation efforts have historically played in creating barriers to equitable conservation. We commit to treating all people, partners, volunteers, donors, staff, and board members in our community fairly while understanding and removing barriers to enable everyone to participate in a more equitable community of land conservation.

### Collaboration

We embrace collaboration with a network of volunteers, landowners, public agencies, non-governmental organizations, and academic institutions that support and are interested in land conservation in Central Oregon.

### Accountability

*The Land Trust believes in operating* as a transparent, accountable, ethical, and effective organization. We hold ourselves to high standards and have policies that outline ethics, conflicts of interest, confidentiality and other important matters. To publicly demonstrate our commitment to high standards, the Land Trust also maintains national accreditation, which ensures our conservation efforts meet national standards for excellence, upholding public trust, and protecting lands permanently.

### Diversity

*We recognize, foster, and celebrate* the broad experiences of each individual who wants to engage in our land conservation work. This means we reflect and engage the full range of people's individuality, abilities, culture, background, education, knowledge, perspectives, and needs to enhance and enrich our efforts to conserve and care for land in Central Oregon.

### Inclusion

*Our land conservation efforts* can provide benefits to our entire community and for future generations of Central Oregon if we foster an inclusive environment. We strive to embrace differences and ensure all constituencies in our community feel a sense of belonging. To do this we actively listen, respect, understand, value and incorporate a wide variety of beliefs, backgrounds, abilities, values, and experiences in a clear and consistent inclusive way that invites all people, especially marginalized communities, to engage in our work.

### Permanence

*Our commitment to the community* is an enduring one, premised on the permanence of our land conservation work. Consequently, the Land Trust will invest in the systems and measures to ensure the Land Trust is equipped and prepared to permanently steward and protect the land, while building relevance, a sense of place, and a conservation ethic with future generations.



# GOALS + STRATEGIES

To achieve our vision, the Land Trust is pursuing six goals and associated strategies.

WHYCHUS CANYON PRESERVE. PHOTO: TYLER ROEMER.

## Goal 1

Conserved lands throughout Central Oregon provide climate resilience, protect vulnerable habitats and species, support ecological integrity, and foster overall community connection.

### Strategy 1:

Protect lands that make our communities and native wildlife and plants stronger in the face of a changing climate.

### Strategy 2:

Protect lands that preserve ecological integrity, connect habitats, and support vulnerable species.

### Strategy 3:

Protect lands for cultural significance, community health, and other community values.



## Goal 2

The Land Trust models and fosters an ethic of inclusive stewardship by restoring priority habitats, providing opportunities for community connection, and maintaining the resilience of our protected lands in perpetuity.

### Strategy 1:

Implement identified restoration priorities, using progressive, scientifically robust, ecologically-sound techniques.

### Strategy 2:

Work with the Confederated Tribes of Warm Springs to collaborate on management of Land Trust protected lands; to identify, protect, and increase access to sites that support traditional uses; and to increase our understanding and incorporation of traditional ecological knowledge.

### Strategy 3:

Engage our community in caring for the land—both on and off Land Trust protected lands—to foster a conservation ethic.

### Strategy 4:

Responsibly care for Land Trust protected lands.







CAITLIN EDDOLLS



LAND TRUST



WHYCHUS CANYON PRESERVE. PHOTO: RANE JOHNSON.

**Goal 3:** People throughout Central Oregon are connected with and inspired to care for the land and waters of our region.

**Strategy 1:**

Engage, mobilize, and expand diverse constituencies of donors, volunteers, supporters, and ambassadors so they feel connected with and invested in our work.

**Strategy 2:**

Maintain and expand advocacy and other partnerships to increase awareness, leverage funding, extend limited resources, and further the mission of the Land Trust.

**Strategy 3:**

Deepen and grow relationships with diverse communities throughout Central Oregon.

**Strategy 4:**

Increase inclusivity of Land Trust programs and properties so all people can access them equitably.

**Goal 4:** Deschutes Land Trust is well known, engaged with, and broadly supported by the community—a household name and a community institution.

**Strategy 1:**

Elevate the Land Trust's profile through comprehensive strategic communications and engagement.

**Strategy 2:**

Demonstrate our conservation leadership at the local, regional, state, and national levels.

**Strategy 3:**

Develop a culture of philanthropy across the entire organization, where everyone embraces their role in helping to bring relationships and resources to the land trust.

**Strategy 4:**

Diversify streams of revenue and expand individual, corporate, foundation, and public funding.





SPRING CREEK. PHOTO: LAND TRUST.



ELI ECKERTSON



JAY MATHER

**Goal 5:** Deschutes Land Trust attracts, retains, and develops the diverse talent needed to implement its strategic plan and deliver its mission.

*Strategy 1:*

Invest in building a collaborative, strengths-based, team-oriented organizational culture that values questions, diverse perspectives, and continuous learning.

*Strategy 2:*

Ensure the Land Trust has the needed staff skills and capacities to execute the strategic plan, and provides an equitable, flexible, and inclusive work environment that promotes work/life balance and employee satisfaction.

*Strategy 3:*

Invest in strategic Board recruitment and Board development, so that Board members are fully informed and effectively engaged to help achieve the mission of the Land Trust.

**Goal 6:** Deschutes Land Trust builds the financial health, systems, and infrastructure needed to implement its strategic plan and deliver its mission.

*Strategy 1:*

Build, manage, and oversee our financial assets according to their specific purposes and donor intent, while aligning and balancing investment strategies with the Land Trust's core values and need for resources to implement the Strategic Plan.

*Strategy 2:*

Provide robust funding for ongoing stewardship of Land Trust protected lands through the continued development of stewardship fund resources and other permanent funding sources.

*Strategy 3:*

Build and maintain our operating reserve to a minimum of three months of the annual operating budget.

*Strategy 4:*

Invest in up-to-date business tools, systems, equipment, and infrastructure that support organizational effectiveness and environmental sustainability.



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2021 BOARD, ADVISORS, AND STAFF

BOARD OF DIRECTORS	DIRECTORS	ADVISORS	FOUNDING DIRECTOR
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