



# **FIVE-YEAR STRATEGIC PLAN**

---

SEPTEMBER 2021 - SEPTEMBER 2026



## OUR MISSION:


---

THE CASCADE FOREST CONSERVANCY  
**PROTECTS AND SUSTAINS** FORESTS,  
STREAMS, WILDLIFE, AND COMMUNITIES  
IN THE **HEART OF THE CASCADES**  
THROUGH **CONSERVATION, EDUCATION,**  
**AND ADVOCACY.**

## OUR VISION:

---

Our vision is one where native flora and fauna thrive in healthy biodiverse forests and aquatic ecosystems. We strive for a region made resilient to the effects of climate change — one that is sustainably managed and supports local communities, recreation and tourism, so it may continue to inspire and nourish for centuries to come.






# CONTENTS:

---

VALUES AND GUIDING PRINCIPLES	/ 1
OUR WORK	/ 2
OUR STORY	/ 3
STRATEGIC PRIORITIES IN SUPPORT OF OUR VISION	/ 4
PRIORITY 1: PROTECT ECOSYSTEMS	/ 5
PRIORITY 2: CONSERVE KEY SPECIES & HABITATS	/ 6
PRIORITY 3: ADVOCATE FOR IMPROVED MANAGEMENT	/ 7
PRIORITY 4: COLLABORATE IN CONSERVATION	/ 8
PRIORITY 5: ADVANCE SCIENTIFIC UNDERSTANDING	/ 9
PRIORITY 6: PROMOTE RURAL ECONOMIC OPPORTUNITY	/ 10
PRIORITY 7: ENGAGE THE COMMUNITY	/ 11
PRIORITY 8: SUSTAIN THE ORGANIZATION	/ 12



# VALUES & GUIDING PRINCIPLES:

---

## HONORING THE LAND AND ITS PEOPLES

Land within the area we work, now referred to as the southern Washington Cascades, is the home of diverse and unique communities of the Cowlitz, Yakama, Nisqually, Puyallup, Squaxin Island and Steilcoom, and other peoples, and has been for thousands of years. These lands and their rich resources enabled many peoples to thrive and they stewarded the land with their traditional cultures.

Honoring the land and its first stewards —and acknowledging the historic and continuing injustices committed against Indigenous peoples —is an important part of sustaining the places we love in an equitable and moral manner.

The Cascade Forest Conservancy appreciates the resilience and persistence of Indigenous communities and the important role they continue to play in their region, as we join in the work of protecting this land for future generations.

## WHAT WE BELIEVE

- We believe in connecting people to nature by engaging them in conservation science and policy-making, and introducing them to the unique and beautiful places in the southern Washington Cascades.
- We believe our organizational community should be reflective of those we partner, serve, and engage with. This diversity allows us to grow and acknowledge changing needs, challenges, and opportunities.
- We have a responsibility to efficiently and wisely use the financial resources entrusted to us as we work to protect our natural resources.

## DIVERSITY, EQUITY, JUSTICE & INCLUSION

Cascade Forest Conservancy (CFC) values diversity at all levels in the organization and believes to effectively implement our mission, we must engage in meaningful collaboration with all members of our community.

We recognize systemic inequities impact our work and communities and are explicitly working to address these inequities, internally and externally, by building a comprehensive framework in all of our structures, strategies, programs, and overall culture. We acknowledge there is much more we can do to incorporate these strategies authentically and are actively expanding our efforts to increase and enhance our practices, accountability, and feedback about our progress.

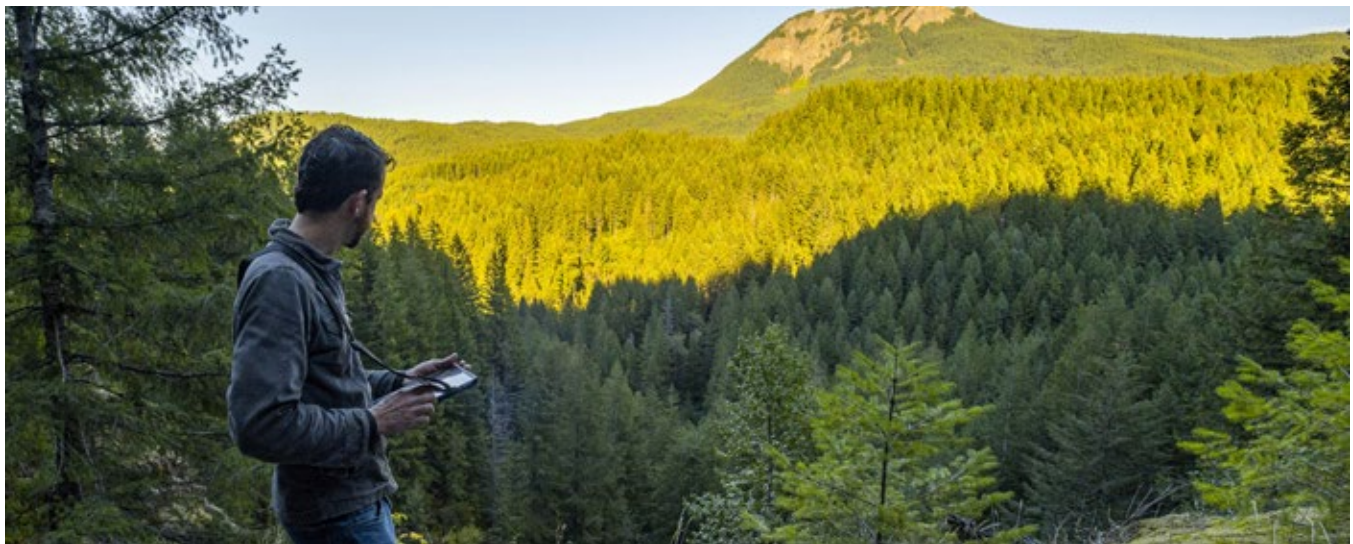


# OUR WORK

---

## WHAT WE DO

- We value thriving biological diversity, which supports the high quality of life in the Pacific Northwest. It is embodied by abundant native fish and wildlife populations, fully functioning forest ecosystems, clean water, prosperous local communities, access for all, and inspiring outdoor experiences.
- We support applying the best available science to managing forests and watersheds. We work toward ecosystems that are resilient to the effects of climate change.
- We advocate for policies and plans that conserve and sustain resources to support the long-term health of rural communities.



## WHERE WE WORK

We work in the forests, watersheds, and communities of Southwest Washington's Cascade Range, including the Gifford Pinchot National Forest (GPNF) and surrounding state and private forest lands.

## HOW WE WORK

We collaborate with local community members, governments, and other non-profits to address conservation issues and meet our organizational priorities.



# OUR STORY:

---

The Cascade Forest Conservancy is recognized as a leading organization for ecosystem protection. Originally formed in 1985 as the Gifford Pinchot Task Force, our founders came together to participate in forest management decisions, advocate for the conservation of critical habitats and natural resources, and help protect the newly created Mount St. Helens National Volcanic Monument.

For over 35 years, we have combined science and advocacy to protect mature and old-growth forests from logging and development, restore critical habitat areas to create resilient ecosystems, and halt proposed prospecting that could lead to an open-pit gold and copper mine in the Green River valley.

We work collaboratively to increase economic benefits for rural communities and we value strong local partnerships in our conservation and restoration programs. We have educated thousands of people about the benefits of healthy forests and watersheds through events, partnerships with local entities, and opportunities to participate in science and restoration volunteer trips.





# STRATEGIC PRIORITIES IN SUPPORT OF OUR VISION:

---

**The CFC has established the following eight equal strategic priorities to accomplish our mission and support our vision:**

1. *PROTECT ECOSYSTEMS*
2. *CONSERVE KEY HABITATS AND SPECIES*
3. *ADVOCATE FOR IMPROVED POLICIES AND MANAGEMENT*
4. *COLLABORATE IN CONSERVATION*
5. *ADVANCE SCIENTIFIC UNDERSTANDING*
6. *PROMOTE RURAL ECONOMIC OPPORTUNITY*
7. *ENGAGE THE COMMUNITY*
8. *SUSTAIN THE ORGANIZATION*





# STRATEGIC PRIORITY 1: **PROTECT ECOSYSTEMS**

---

## **OUR GOAL:**

*Protect critical forest and river habitats to provide connectivity and ecosystem resilience, setting species and habitats on a path towards climate resilience.*



## **ACTIVITIES TO MEET THIS GOAL:**

- Author and publish a new Guidebook to outline local conservation priorities and designations.
- Review timber sales and management actions on the GPNF and on state and private forest land in the southern Washington Cascades.
- Advance aquatic and riparian protection and restoration.
- Support and advance forest road decommissioning and culvert removal/redesign.



## STRATEGIC PRIORITY 2: **CONSERVE KEY SPECIES & HABITATS**

---



### **OUR GOAL:**

*Conserve, advocate for, and help recover native wildlife and plant species so they trend toward resilience.*

### **ACTIVITIES TO MEET THIS GOAL:**

- Monitor huckleberry productivity after restoration thinning treatments.
- Carry out wildlife camera surveys.
- Conduct beaver reintroduction and on-the-ground monitoring.
- Promote diverse plant communities through surveys and mapping, native seeding and planting, and invasive species management.
- Review opportunities for Endangered Species Act (ESA) petitions & habitat protection for at-risk species.



# STRATEGIC PRIORITY 3:

## ADVOCATE FOR IMPROVED POLICIES AND MANAGEMENT

---



### OUR GOAL:

---

*Improve policies and management plans so that they lead to sustainable forests, streams, and wildlife.*

### ACTIVITIES TO MEET THIS GOAL:

- Defend against proposed actions in critical habitats that threaten ecosystem integrity: Spirit Lake Road; Green River Valley mine; High Lakes development.
- Oppose new dam development and relicensing; promote removal of dams.
- Develop an internal strategy for the Northwest Forest Plan rewrite.
- Review and provide comments on NEPA to challenge rollbacks, improve protections, and increase transparency.
- Contribute to practical application of ESA Policy within our focus area.



# STRATEGIC PRIORITY 4: **COLLABORATE IN CONSERVATION**

---



## **OUR GOAL:**

---

*Collaboratively conserve the landscapes and species of the region by serving as a leader, convener, and partner in conservation efforts alongside local communities, agencies, tribes, and other nonprofits.*

## **ACTIVITIES TO MEET THIS GOAL:**

- Work with partners and stakeholders on designation campaigns such as Mineral Withdrawal, Wilderness, Outstanding Resource Waters, and similar initiatives.
- Develop and promote the Instream Wood Bank Network.
- Implement programs to increase habitat connectivity and awareness of connectivity needs.
- Maintain a lead role in the function and implementation of the two GPNF forest collaboratives to galvanize collaborative support for sustainable forest practices.



# STRATEGIC PRIORITY 5: **ADVANCE SCIENTIFIC UNDERSTANDING**

---



## **OUR GOAL:**

---

*Contribute to scientific research, promote environmental literacy, and apply best available science in all initiatives.*

## **ACTIVITIES TO MEET THIS GOAL:**

- Use on-the-ground findings and recommendations from the Guidebook to develop and inform conservation actions.
- Work with partners such as agencies, universities, tribes, and volunteers to advance our understanding of species and habitat needs in the areas we work.
- Serve as a resource for other organizations working to develop a better understanding of how on-the-ground actions can enhance the health and resilience of ecosystems.
- Engage community members in the collection of on-the-ground data.



# STRATEGIC PRIORITY 6: **PROMOTE RURAL ECONOMIC OPPORTUNITY**

---

## **OUR GOAL:**

*Establish a balance between conservation needs and economic needs in local communities, that is driven by community, cultural, and environmental values.*



## **ACTIVITIES TO MEET THIS GOAL:**

- Work with federal, state, and private stakeholders, including those in the two GPNF collaboratives, to advocate for sustainable timber management, habitat protection and restoration, and climate change mitigation in ways that promote long-term rural economic opportunities.
- Ensure programs we develop, such as the Instream Wood Bank Network, promote local economies as they advance habitat restoration objectives.
- Partner with local businesses for increased exposure, engagement, and economic benefit.

# STRATEGIC PRIORITY 7: **ENGAGE THE COMMUNITY**

---



## **OUR GOAL:**

*Foster a lasting sense of stewardship by engaging a diverse array of community members to realize conservation outcomes.*

## **ACTIVITIES TO MEET THIS GOAL:**

- Ensure external communications and organizational messages for the community are timely, consistent, and on-brand.
- Develop and implement field-based volunteer opportunities.
- Host community events to engage existing supporters and recruit new ones.
- Provide field science and restoration opportunities for youth.

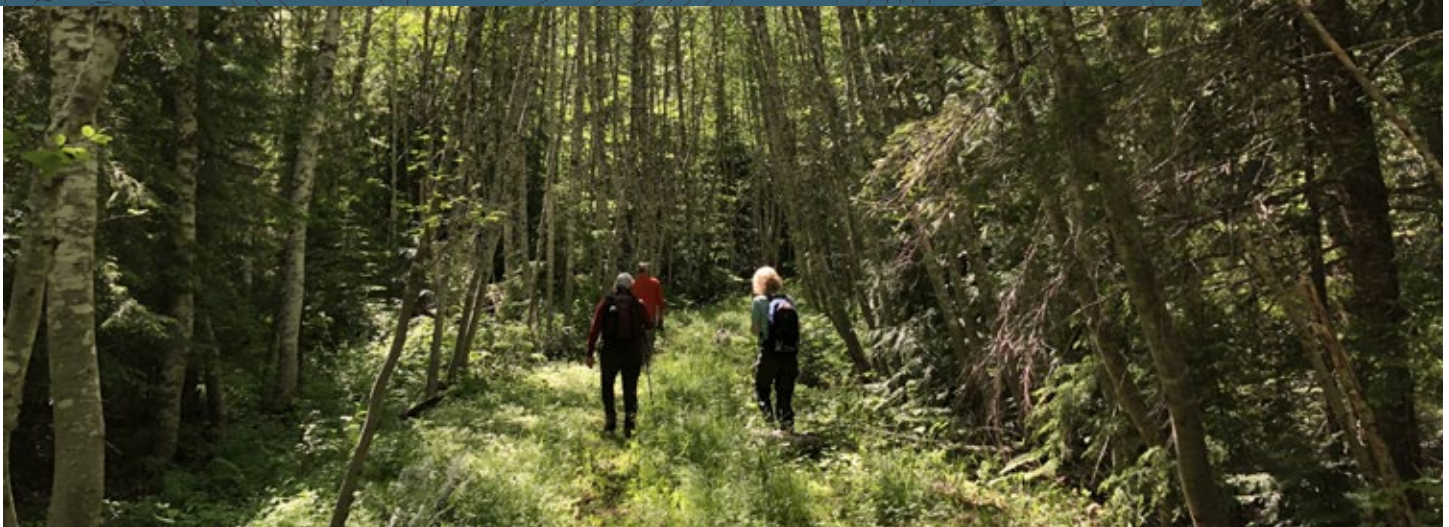


# STRATEGIC PRIORITY 8: **SUSTAIN THE ORGANIZATION**

---

## **OUR GOAL:**

*Sustain the Cascade Forest Conservancy as a stable, resilient, and diverse organization that can successfully achieve strategic priorities.*



## **ACTIVITIES TO MEET THIS GOAL:**

- Ensure effective organizational structures, policies, and procedures in place.
- Integrate Diversity, Equity, Justice and Inclusivity principles throughout our organizational strategy, structure, and programs.
- Ensure suitable office space for staff and equipment.
- Retain existing staff and expand compensation to match the market.
- Recruit skilled staff to new positions as programs and funding allow.
- Increase funding streams for organization and programming that ensure achievement of our mission, goals, and resiliency of the organization.
- Strengthen the Board of Directors' capacity to support CFC as advisors, advocates, and funders.