



NORTH COAST  
LAND CONSERVANCY

# Strategic Plan

2023-2028

# Section I: Three Pillars of Conservation

**NCLC's 2023-2028 strategic plan is guided by three cross-cutting themes: climate, connectivity, and community. These three themes influence the organization's work—from the forests and streams in our backyard to the vast Pacific Ocean—and ensure that our mission remains relevant, not just for the next five years, but for the next 100.**

## Community

Community—what are we without it? It is necessary for all forms of life to thrive: plants, animals and humans alike. From the diverse human communities that call the North Coast home to the interlocking natural ecosystems of the region, we all rely on each other.

We envision a future where the entire human community appreciates their connection to the natural world and is inspired to carry out their daily lives in a way that supports the interconnected web of life. North Coast Land Conservancy (NCLC) will continue to engage our diverse communities in ways that underscore our shared values; nurture collaboration; and share the wonders of nature, so that our grandchildren can enjoy a healthy and intact ecosystem in the future.

NCLC will specifically focus on building diversity, equity, and inclusion in our local conservation leadership. Conservation has historically excluded the voices of LGBTQIA+ and BIPOC (Black, Indigenous, and People of Color) individuals and, even worse, specifically excluded and actively removed Indigenous and Black Americans from the lands themselves. As NCLC moves into our next phase, we will reckon with the racist and exclusive past of the land conservation movement and intentionally work towards Land Justice. We value the diversity of life and believe diversity is resiliency and abundance.



# Climate

As our understanding of the impacts of climate change and opportunities for mitigation have increased, we feel stronger than ever that climate resiliency is a top priority for NCLC. We now have more place-based climate data and a better understanding of how our work can provide natural climate solutions that support Oregon’s climate priorities and have a positive influence at a global level.

Our service area, here on the Oregon North Coast, hosts some of the most climate-resilient ecosystems in the world. The region includes marine reserves—which are living laboratories to better understand climate change, ocean habit and conditions—as well as several ecosystems well-suited for carbon sequestration including temperate rainforest, tidal wetlands, and near-shore marine habitats. These habitats are some of the most effective at pulling CO<sub>2</sub> out of the air and converting it to organic carbon. This is called “drawdown,” and is critical. Our work will help conserve these habitats on land and in the ocean and build community awareness of the irreplaceable natural resources in our backyard.



## Connectivity

Connectivity has been an enduring principle of NCLC’s conservation work over the years. In this strategic plan, we embrace connectivity as a core principle that underpins all of our efforts. NCLC’s work connects networks of land, water, ocean and habitats for plants and animals to better adapt to climate change and development in the region.

Connectivity is the concept of bringing together connected networks and corridors for plants and wildlife to have space to adapt through time. Our work also connects people to the lands and waters that surround and sustain them. We are excited to collaborate with other organizations and agencies to create landscape-level conservation impacts and connect the people to coastal lands and waters and the ocean in new ways. As NCLC moves into our next chapter, we will nurture the many types of connection that support a fully functioning ecosystem and thriving community.

# Section II: Priorities, Strategies and Objectives

## Conservation

*Priority 1: Develop and adopt a 20-year Conservation Plan that centers Climate, Connectivity, and Community*

### Strategies:

- Rank and map **Connectivity** and **Climate** criteria on land and nearshore ocean
  - » Identify tidal wetlands, fresh-water wetlands, riparian areas, and forests with high potential for carbon (including blue carbon) sequestration
  - » Identify lands and waters with potential for increasing habitat connectivity on land and in the ocean
  - » Define updated Conservation Initiatives
- Integrate community-supported needs and goals
  - » Prioritize Indigenous land reclamation for Siletz, Grand Ronde and Chinook tribes
  - » Engage place-based communities near potential high-priority conservation sites (including neighbors, municipal entities, other conservation groups, etc.)
  - » Prioritize watershed protection in source-water drinking zones that overlap with other conservation priorities

*Priority 2: Directly protect land and marine reserves*

### Strategies:

- Facilitate acquisition of tribal priority lands for natural and cultural resource protection
- Purchase/protect lands that connect to existing NCLC conserved areas
- Purchase/protect high priorities with Conservation Initiatives
- Facilitate connection to existing natural resource conservation areas (i.e. state and national parks, etc.)
- Facilitate drinking watershed protection
- Actively support new proposed marine reserves and marine protected areas in Oregon



# Stewardship

## *Priority 1: Meet core stewardship responsibilities*

### Strategies:

- Visit and report on all properties a minimum of one to four times per year
- Engage volunteers in Weed Warrior Wednesdays, work parties, and Site Steward programs

## *Priority 2: Prioritize tribal lead stewardship and cultural use*

### Strategies:

- Cultivate relationships leading to Indigenous-led land management
- Protect and respect Indigenous cultural sites within our current ownership
- Provide access for Indigenous cultural use and needs

## *Priority 3: Support climate-resilient habitats*

### Strategies:

- Manage forests for late-seral conditions
- Increase species diversity on habitat reserves
- Steward wetlands for blue carbon sequestration and flood mitigation
- Reintroduce or mimic natural processes to heal and care for the lands and waters



# Community Engagement

## *Priority 1: Grow community awareness and support for NCLC and land and marine conservation through outreach programming*

### **Strategies:**

- Attend and present at community programs (i.e. speaker series and community/regional events, conferences, gatherings centered around and celebrating natural resource conservation)
- Host and facilitate free community events (i.e. hikes, workshops, gatherings)
- Engage the community in celebrating notable milestones
  - » Cape Falcon Marine Reserve's 10th anniversary and the Rainforest Reserve's fifth anniversary in 2026 (plan in 2023-24)
  - » NCLC 40th anniversary in 2026 (plan in 2024-25)

## *Priority 2: Use Circle Creek Conservation Center as a hub for community engagement*

### **Strategies:**

- Build office and community gathering space
- Develop inclusive indoor and outdoor programming, encouraging connectedness and a sense of belonging in the natural world
  - » Cultivate volunteer-led naturalist walks and hikes
  - » Partner with schools and local affinity groups to co-create inclusive and diverse programming
  - » Prioritize English/Spanish bilingual signage and materials and programming

## *Priority 3: Support Cape Falcon Marine Reserve as a hub for community science and stewardship*

### **Strategies:**

- Support and/or implement outreach-based programs (i.e. Summer Tidepool Ambassador Program (TAP), Together in Nature (TIN) outings, etc.)
- Support and/or implement community science-based programs (i.e. sea star and bird monitoring, marine debris surveys, King Tide observations, bioblitz and water quality monitoring/testing)
- Support and/or implement stewardship-based programs (i.e. action-oriented events, such as beach cleanups, sign posting, and trail maintenance)
- Develop English/Spanish bilingual materials and programming

## *Priority 4: Foster a robust volunteer network that participates in NCLC's mission and expands organizational capacity*

### **Strategies:**

- Create a cross-program database of volunteers
- Develop and implement a clear protocol for onboarding and cultivating volunteers across all programs
- Celebrate volunteerism through appreciation gifts, events and trainings

# Communications

***Priority 1: Incorporate themes of Climate, Community and Connectivity into NCLC's marketing and communications***

## **Strategies:**

- Continue core communications
  - » Daily social media, semimonthly enews, semiannual newsletters, annual report
- Gain earned media via press releases and story development with local outlets
- Review all materials for inclusive representation
- Refresh website
- Provide Spanish translation



***Priority 2: Increase visibility of Cape Falcon Marine Reserve through NCLC's communications***

## **Strategies:**

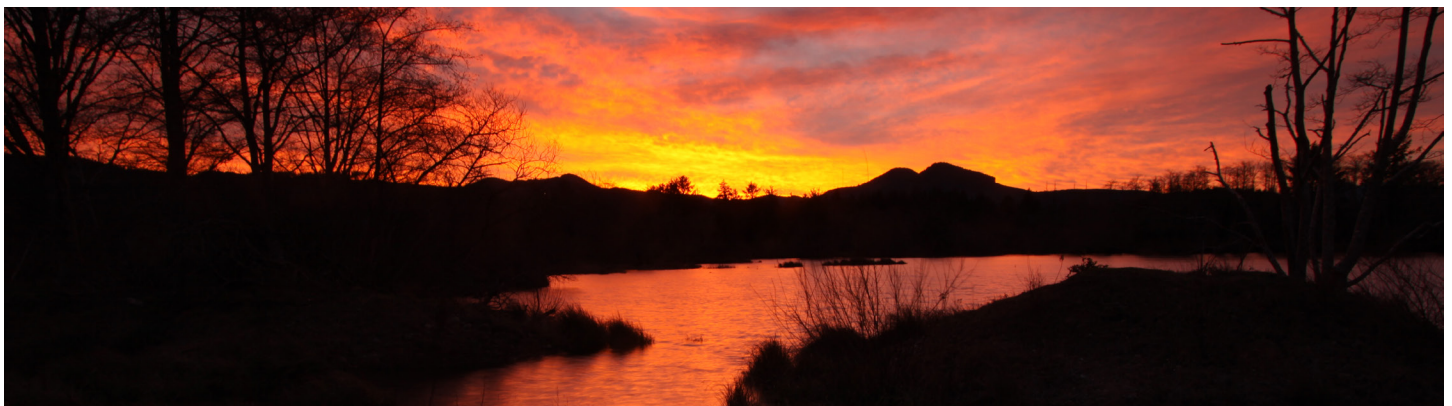
- Amplify messaging on ocean conservation and marine reserves
- Work with Oregon Department of Fish & Wildlife (ODFW) and state parks to communicate regulations at CFMR
- Communicate marine reserve research, value outcomes, and other news to North Coast residents, businesses, and decisionmakers (i.e. boat tours; one sheets; tabling events; hikes; packets; targeted mailings)

# Organizational Development

***Priority 1: Update NCLC's policies to reflect the organization's focus on DEI***

## **Strategies**

- Revisiting policies with a Diversity, Equity and Inclusion (DEI) lens—particularly personnel manual—and draft hiring practices and metrics that include a DEI lens
- Revisit board structure and term limits
- Adopt a policy or resolution to seek tribal consultation before proceeding with land acquisition projects



# Organizational Development (Continued)

## *Priority 2: Elevate historically excluded voices in NCLC's conservation leadership*

### **Strategies:**

- Build relationships and elevate leadership of BIPOC (Black, Indigenous, and People of Color) and LGBTQIA+ community members
  - » Cross-Cultural Leadership Cohort
  - » Partner with culturally specific and affinity groups
- Commit to Oregon Tribal Land Justice
  - » Membership on the Oregon Land Justice Council
  - » Annual contribution to Indigenous Land Relationship Fund
  - » Build relationships with Siletz, Grand Ronde and Chinook leaders and culture keepers

## *Priority 3: Sustain a resilient organization*

### **Strategies:**

- Complete biannual culture audit (2025, 2027, and so on)
- Biannual review of Standards and Practices (2024, 2026, 2028, and so on)
- Assess committee structure and charters to continue and adapt to evolving programs and priorities
- Recruit members to new committees and add members to some existing committees
- Build and diversify board membership
  - » Recruit two new board members in 2024
  - » Recruit five-plus new board members by 2027 focused on conservation leaders with lived experience as BIPOC and/or LGBTQIA+
- Gain capacity through contract human resource support
- Create clear staffing structure and fulfil capacity needs
- Prioritize longevity for staff members
  - » Professional development, work-life balance, competitive wage and benefits

## *Priority 4: Ensure NCLC's fundraising and financial management effectively support the organization's mission*

### **Strategies:**

- Express continuous appreciation for our donors
- Cultivate relationships with foundations
- Build relationships with potential new supporters through celebration and exposure to land and marine conservation areas
- Develop three-year fundraising plans in conjunction with three-year budgeting

