

Greenway Trust Strategic Plan
Approved 11June2025

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i. Forward

Guided by our 2020-2025 strategic plan, we have achieved much of what we set out to do over the past five years. We advanced our "landscape, connections and people" goals by working with partners to conserve land, restore habitat, build and connect trails, educate students, and engage volunteer stewards across the Greenway National Heritage Area (NHA). Within our several priority initiatives, we built up our team and program of work in the Upper Yakima Basin, raised \$10M to complete a network of trails and trailheads in the Middle Fork Snoqualmie River Valley, expanded partnerships with community groups in the urban parts of the Greenway NHA, and completed writing the NHA management plan. And motivated by our strategic commitments, we took on climate adaptation projects, committed ourselves to becoming more diverse, inclusive and equitable across our staff and our programs, and grew into a larger organization that convenes a broader coalition of partners, including our engagement with Tribes.

Over that same time, the world around us has changed in unexpected and unprecedented ways that necessitate adaptability and continued evolution of our organization into the future. First, we persevered through a global pandemic that, in addition exacting an extraordinary toll in lives lost, upended how people relate to work, to school, to the outdoors, and to each other. Presently, we are being challenged by upheavals in the Federal government as administrative actions are decimating staffing of federal agencies with whom we work closely and creating persistent uncertainty about federal funding that supports our work as well as that of various public and private partners. And through all this, we must mitigate and adapt to ever more tangible impacts of a changing climate.

With appreciation for the motivation and guidance that our 2020-2025 strategic plan provided, our next strategic plan needs to be different – very different – to navigate turbulent times and to evolve from the organization that we are today into the organization that we will need to be as we continually strive to fulfill our mission and realize our vision for the Greenway NHA. Here we introduce a new strategic framework for guiding the work of the Greenway Trust.

A new philosophy of strategic planning

Ideally, a strategic plan guides an organization to achieve its stated goals, and at the same time strengthens organizational capabilities. When evaluation of progress is paired with adaptation to changing circumstances, a virtuous cycle of achievement and evolution drives positive impact toward mission.

Up to now, the Greenway Trust has developed and adopted static strategic plans set on approximately 5-year intervals. This is a common practice in nonprofits. The timeline is long enough to set some big goals that require concerted and sustained effort, and short enough to drive immediate action. It works so long as the assumptions and expectations under which the plan was developed continue to hold through the period of plan implementation. The last five years have vividly demonstrated how unexpected “black swan” events can sideline the best laid plans. While we have always stayed true to our mission, our strategies and tactics over the last five years were in a near-constant state of flux as we responded to changing circumstances.

This new strategic plan is designed to be actively adaptive to the ever-changing circumstances we work in, and intentional about organizational evolution, while holding true to our mission, vision

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and organizational values. It establishes a framework for making progress toward long-term goals by iteratively setting and evaluating short-term priorities. The strategic plan features:

- Ten long-term goals for the Greenway NHA toward which we will track our incremental and cumulative progress using metrics and milestones.
- Annual program objectives that describe the work that Greenway Trust staff will do each fiscal year (July 1-June 30) to make incremental progress toward each of our long-term goals.
- Strategic actions that focus attention on aspects of our business, people, programs and partnerships that we need to evolve in the near-term (1-2 years) to better achieve our long-term goals.

Program objectives and strategic actions will be reviewed and updated annually to ensure that we are responsive to external dynamics that may affect our work, and adaptive to our own internal evolution while always staying focused on our long-term goals.

The iterative design of this strategic plan means that its relevance and utility for the Greenway Trust can be regularly assessed. With periodic adjustments, the plan could, in principle, serve the organization for any number of years. The annual review and update of strategic actions would be a natural time for the Board to consider whether the plan is continuing to serve the organization's needs and interests. At minimum, the Board of Directors should review the plan every 3-5 years to validate the long-term goals and assess whether the iterative prioritization of program priorities and strategic actions is working for the organization. Based on that periodic review, the plan can be continued, revised or replaced.

Acknowledgements:

The strategic plan is the product of extensive input and feedback from the Board of Directors, staff, and partners. During the initial planning phases, Danny Levine, Trevor Kostanich, Meredith Shank, Susan Carlson, and Sharon Linton facilitated a series of Strategic Dialogues that gathered input from nearly 90 participants (see Appendix B for details). The Executive Committee played an active role in developing the initial set of strategic actions (see chapter 5), and staff shaped the annual program objectives for FY26 (see chapter 4). Allison Capen and Rachel Lodge helped draft and refine the final plan document. Thank you to everyone who contributed to the strategic plan!

1. MISSION, VISION AND VALUES

The Greenway Trust's Mission, Vision, and Values are the fundamentals on which our strategic plan is developed. They ground the strategic plan and our work, providing deep roots and a strong trunk from which the organization can grow and reach toward our long-term goals.

GREENWAY TRUST MISSION

The Mountains to Sound Greenway Trust leads and inspires action to conserve and enhance the landscape of the Mountains to Sound Greenway National Heritage Area, ensuring a long-term balance between people and nature.

VISION OF THE MOUNTAINS TO SOUND GREENWAY

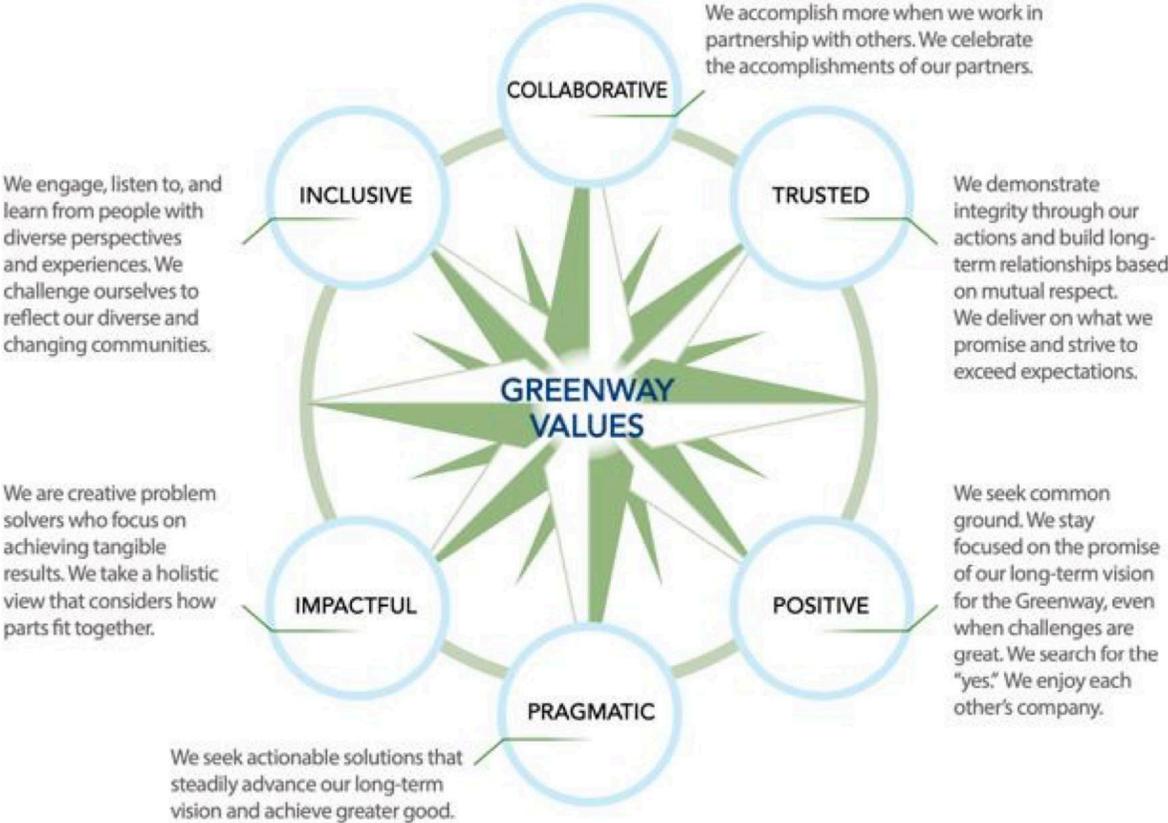
The Mountains to Sound Greenway National Heritage Area is an iconic 1.5-million-acre landscape that connects Central Washington, the Cascade Mountains, and Puget Sound. The Greenway NHA promotes a healthy and sustainable relationship between people and the land by holistically balancing built and natural environments. The Greenway NHA landscape provides places for nature and wildlife, for culture and tradition, for outdoor recreation and education, for working forests and local agricultural production, while embracing vibrant urban areas. The Greenway NHA is valued by a broad cross-section of society, working together as an effective coalition to conserve this place and its heritage for future generations.

This is not a vision about a far-off, aspirational future. It is a vision that we are growing into every day, year after year as we live our values and pursue our mission as an organization. Our vision of the Greenway NHA embraces and cherishes what we have even as we strive to enhance and enrich what this place may still become.

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ORGANIZATIONAL VALUES

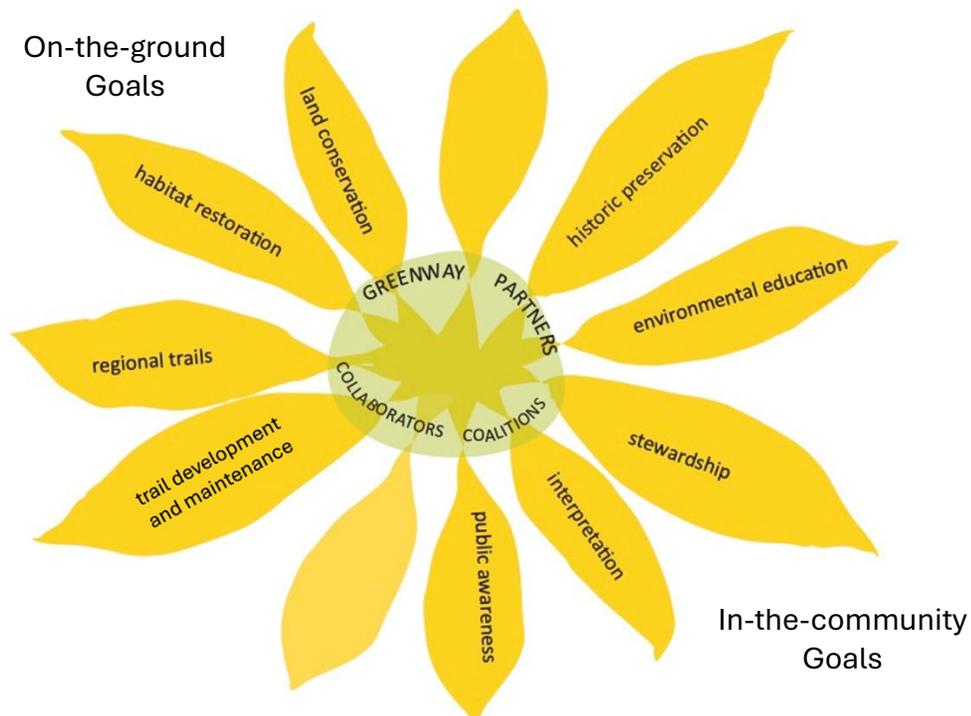
Our mission guides what we do. Just as importantly, our organizational values help to define who we are and how we interact with others.



2. GOALS FOR THE GREENWAY NHA

Since our inception in 1990, the Greenway Trust's big vision for the region has motivated us to pursue big goals. Two of our earliest goals included completing an end-to-end bike-ped trail across the Greenway landscape and reassembling the checkerboard of land ownership created by 19th century land-grants. Over time, the Greenway Trust added goals to restore natural habitats by planting native trees and shrubs, build trails for outdoor recreation, promote volunteer stewardship, and educate the next generation of environmental leaders in the Greenway. More recently, upon Congressional designation as a National Heritage Area in 2019 and approval of our NHA Management Plan in 2024, the Greenway Trust embraced additional goals about historic preservation, interpretation, and public awareness necessary to fulfill our NHA coordination duties and embodying of a more comprehensive vision for the Greenway NHA.

The Greenway Trust's vision and goals for the Greenway NHA can be depicted as a flower, with each petal representing a different part of the greater whole. Many of these petals represent familiar, well-established parts of the Greenway Trust's work regarding land conservation, habitat restoration, regional and wildland trails, and environmental education. Other petals represent goals and priorities that are newer to the Greenway Trust and reflect the more expansive duties with which we were charged upon designation as an NHA, including historic preservation, interpretation, and raising public awareness about the NHA. These various petals are all connected and supported in the center by the many and increasingly diverse partnerships we build through coalitions and collaborations with organizations and individuals across the Greenway NHA.



This specific set of integrated goals embodies our vision for the Greenway NHA. It is not just one thing. It is many things, connected into a larger whole that is more beautiful than any one of its constituent parts. To achieve our goals and realize our vision for the Greenway NHA, the whole flower needs to be nurtured and supported.

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GOALS, METRICS, AND MILESTONES

Following is a summary of the major goals that the Greenway Trust is committed to pursuing as part of this strategic plan. For each goal, we will use the specified metrics and milestones to measure our progress each year. Where possible, we have summarized our cumulative progress to date (through 2024). We also describe some of the long-term impacts that our goals are expected to have in the Greenway NHA.

On The Ground

Land conservation

Land conservation is essential for realizing our vision for the Greenway. At a landscape scale, land conservation is vital for maintaining the iconic visual integrity of the Greenway, reconnecting and protecting corridors for fish and wildlife movement, consolidating checkerboarded ownership to make land management more efficient and effective, preserving farmland and productive agricultural areas, containing urban sprawl and maintaining urban separation. At local scales, land conservation helps to maintain buffers around sensitive areas, provide connections and access points between communities and adjoining public lands, preserve parks and open spaces in communities, and protect historic sites and structures. Land conservation can be accomplished many ways, including through direct acquisition, conservation easements, trust-land transfers, and transfers of development rights.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • Acres of land conserved each year • List and map of acquisitions completed each year 	Landscape-scale impacts: <ul style="list-style-type: none"> • Maintain the iconic visual integrity of the Greenway • Reconnect corridors for fish and wildlife movement • Consolidate checkerboarded ownership to make land management more efficient and effective • Preserve farmland and productive agricultural areas • Contain urban sprawl and maintain urban separation
Progress to date:	
<ul style="list-style-type: none"> • 368,533 acres conserved since 1990 • Map of land acquisitions 	Local-scale impacts: <ul style="list-style-type: none"> • Maintain buffers around sensitive areas • Provide connections and access points between communities and adjoining public lands • Preserve parks and open spaces in communities • Protect historic sites and structures

Habitat restoration

After decades of industrial logging, fire suppression, development, and water diversion, many natural lands and waters in the Greenway NHA are now degraded and fragmented, especially in and around urban communities. Habitat restoration – which may include both control of noxious weeds and replanting of native trees and shrubs – improves the ecological health of natural ecosystems that provide habitat for fish and wildlife, clean air and water, and outdoor access for people, and increases the resiliency of ecosystems and communities to the impacts of a changing climate.

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Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • Acres under active restoration (weed control and/or native plantings) each year • # of native trees and shrubs planted • List and map of restoration sites 	<ul style="list-style-type: none"> • Improved ecological health of natural ecosystems and habitat for fish and wildlife • Clean air and water
Progress to date:	<ul style="list-style-type: none"> • Outdoor access for people
<ul style="list-style-type: none"> • 2,100 acres restored/under restoration • 1,027,000 native trees and shrubs planted in the Greenway • [Historic map of restoration sites] 	<ul style="list-style-type: none"> • Increased resiliency of ecosystems and communities to impacts of climate change

Regional Trails

From the inception of the Mountains to Sound Greenway, we have pursued the goal of completing an end-to-end “green way” that would embody the backbone of the landscape and connect mountains to sound. Today, the eponymous Mountains to Sound Greenway Trail is integral to an increasingly expansive and interconnected network of regional and community trails that provide active transportation options in and between communities, and local access to parks, open spaces and adjacent public lands across the Greenway NHA. Each gap that is filled brings us closer to realizing the original vision and enhances the wider network of regional trails.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • Miles of interconnected regional and community trails • List and map of trails built, and connections made 	<ul style="list-style-type: none"> • End-to-end trail across the Greenway NHA • Active transportation routes in and between communities
Progress to date:	<ul style="list-style-type: none"> • Local access to parks, open space and adjacent public lands
<ul style="list-style-type: none"> • Map of regional trails and gaps 	

Trail development and maintenance

Outdoor recreation is interwoven through the culture and history of the Mountains to Sound Greenway and been an important motivator for conserving and enhancing the landscape. As the demand for outdoor recreation has skyrocketed on public lands in the Greenway NHA, it has strained the capacity of recreation infrastructure and led to increased impacts on natural resources and the ability of Tribes to exercise their treaty rights. Protecting resources and honoring treaty rights while simultaneously enhancing access to public lands and recreational opportunities requires careful design and ongoing maintenance of trails, trailheads and other recreational infrastructure on public lands.

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Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • Miles of trails built/maintained each year • List and map of trails built/maintained • # of trailheads/access points improved • List and map of trailheads/access points improved 	<ul style="list-style-type: none"> • Enhanced access and opportunities for outdoor recreation on public lands • Protection of natural resources
Progress to date:	
<ul style="list-style-type: none"> • 73 miles of new trails constructed • More than 950 miles of trails maintained. • 20 trailheads and access points improved. • [Map of trailheads and access points improved since 1990] 	<ul style="list-style-type: none"> • Avoided/reduced impacts on fish and wildlife and sensitive habitats • Protection of tribal treaty rights

Historic preservation

Historic preservation sustains connections between our past, present, and future. Preserving historic sites and structures is fundamental to preserving and sharing history and heritage in the Greenway NHA. Similarly, historical research, archiving and curation all help document stories and cultures that might otherwise be lost to time or development.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • # of historic sites or structures preserved • List and map of historic sites and structures preserved • # of artifacts/histories documented • List of artifacts/histories documented 	<ul style="list-style-type: none"> • Preservation of sites and structures that embody significant elements of history and heritage in the Greenway NHA. • Preservation of documents, artifacts and other records that chronicle important stories in the history, and heritage of the Greenway NHA.
Progress to date:	
<ul style="list-style-type: none"> • More than 10 sites and structures preserved including historic tunnels and trestles along the Palouse to Cascades State Park Trail, Coal Mines Trail corridor, Camp Brown, Salmon la Sac picnic shelter, Preston Mill, Firehouse at Snoqualmie Pass. • [Map of historic sites and structures that the Greenway has helped preserve.] 	

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In The Community

Environmental education

Environmental education programs help youth learners understand and appreciate the ecology and cultural significance of forests, salmon, and other ecosystems and species in the Greenway NHA. These programs also support career readiness by providing high school students with job training, transferable skills, and exposure to green career pathways through real-world learning experiences. When paired with hands-on stewardship opportunities, environmental education cultivates care for the Greenway NHA and nurtures emerging conservation leaders.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • # of students taught • # of interns employed • # of interns who go on to study and work in environmental fields • % students who attend low-income, racially diverse schools 	<ul style="list-style-type: none"> • Broader understanding and appreciation for the ecology and cultural significance of forests, salmon, and other local ecosystems and native species. • Broader commitment to stewardship of the Greenway NHA. • Future conservation leaders nurtured and prepared for environmental careers.
Progress to date:	
<ul style="list-style-type: none"> • 76,000 students served since inception of program 	

Stewardship

The living heritage of the Greenway NHA depends on active and ongoing stewardship of its natural, cultural, historic and other resources. While land management agencies have jurisdiction over various public lands in the Greenway NHA, residents and visitors also contribute to stewardship of the Greenway NHA by volunteering, donating, advocating for relevant public policy, and adhering to principles of responsible recreation and Leave No Trace practices.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • # of volunteers and # of volunteer-hours contributed to stewardship of the Greenway NHA. • # of donors making financial contributions to support the work of the Greenway Trust. 	<p>The Greenway NHA is well-protected and maintained by:</p> <ul style="list-style-type: none"> • A broader base of community members participating in stewardship of the Greenway NHA. • A larger base of financial support for the Greenway Trust. • Greater public support for agency budgets and other public policy that supports stewardship of public lands.
Progress to date:	
<ul style="list-style-type: none"> • 69,000 volunteers (33% youth) have contributed 308,000 volunteer-hours to stewardship of the Greenway NHA. • 542 donors provided financial support to the Greenway Trust in 2024. 	

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Interpretation

Interpretation is how we share stories that give meaning to the Greenway NHA and connect people to this place and its richness of culture, history, and heritage. Developing and sharing interpretive resources aims to increase connection and understanding, and to inspire stewardship of the Mountains to Sound Greenway landscape, culture and history.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • # and list of interpretive resources produced (physical and digital media). • # and list of interpretive events/experiences offered. 	<ul style="list-style-type: none"> • People who encounter interpretive resources and experiences gain better understanding of history and heritage of the Greenway NHA.
<p>Progress to date:</p>	
<ul style="list-style-type: none"> • Resources: 9 original Greenway kiosks; interpretive displays on Greenway Trail in Bellevue, at Issaquah Salmon Hatchery, Snoqualmie Point Park, Preston Mill, Camp Brown, Garfield Ledges, Quilomene and LT Murray Wildlife Areas; Greenway website, plant and animal field guides. • Events/Experiences: Explore the Greenway events and itineraries; digital walking tours; Scenic Washington driving tour; Teanaway interpretive events. 	<ul style="list-style-type: none"> • People who encounter interpretive resources feel a positive connection to the Greenway NHA. • People who encounter interpretive resources are motivated to contribute to stewardship of the Greenway NHA.

Public awareness

Raising public awareness about the Greenway NHA is a critical step toward expanding public support for its care and stewardship. Publicizing the benefits and opportunities that the Greenway NHA affords to residents and visitors elevates awareness and appreciation for this place, and “widens the door” through which we can invite people to participate with the Greenway Trust as stewards.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • Communications “Reach” metrics (e.g., e-news subscribers, website visits, social media impressions, earned media, etc.) • # participants in Greenway events (e.g., volunteer events, interpretive events, fundraising events, etc.) • # and list of signs that signal location in the Greenway 	<ul style="list-style-type: none"> • People know that they are in the Greenway NHA and positively associate the Greenway with experiences and opportunities available to them.
<p>Progress to date:</p>	
<ul style="list-style-type: none"> • Greenway e-news subscribers (May 2024): 12,048 • Facebook followers (May 2024): 5,968 • Instagram followers (May 2024): 5,201 • LinkedIn followers (May 2024): 1,533 	<ul style="list-style-type: none"> • People appreciate the national significance of the Greenway NHA and express “pride of place”.

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<ul style="list-style-type: none"> • Website visitors (April 2024): 9,963 • Event participants in 2024: 912 • Greenway NHA signs: >26 	<ul style="list-style-type: none"> • People are motivated (and invited) to contribute to stewardship of the Greenway NHA as volunteers or donors.
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Partnerships

The Mountains to Sound Greenway Trust has been deeply committed to partnerships since our inception and redoubled that commitment upon our designation in 2019 as the coordinating entity for the Greenway NHA. Through partnerships that span public, private, and nonprofit sectors, we have been able to preserve and steward the natural, cultural and historical resources of the Greenway NHA, interpret and share its rich history, heritage and culture, enhance our communities, and engage people as stewards. Each time we achieve a tangible outcome through collaboration, it forges stronger relationships and commitment to our shared purpose. We are dedicated to nurturing coalitions and collaborations among a wide array of partners so that we can continue to multiply our respective capacities and amplify our collective impact in the Greenway NHA.

We will track partnerships three ways, in terms of:

- Collaborators: organizations with whom we are actively engaged in a joint project, program, or activity.
- Coalitions: groups of organizations that we convene or facilitate in order to cultivate relationships around a shared vision or purpose and to create fertile ground for collaborations between and among participants.
- Capacity-building: organizations with whom we share resources and assistance in order to increase other organizations’ capacity for partnership and collaboration in the Greenway NHA.

Metrics & Milestones	Long-term impacts
<ul style="list-style-type: none"> • # and list of organizations with whom we actively collaborate on projects, programs, or activities • # and list of multi-party coalitions and convenings that we facilitate or support • # and list of organizations that we provide with financial support, technical assistance, or other capacity-building resources 	<ul style="list-style-type: none"> • Collaborators help deliver direct progress toward all our goals through the projects, programs and activities that we undertake together. • Coalitions aggregate social capital and assemble collective capacity for achieving shared goals through coordinated advocacy and collaborative action.
<p>Progress to date:</p> <ul style="list-style-type: none"> • Prior year rosters of collaborators, coalitions, and capacity-building. 	<ul style="list-style-type: none"> • Capacity-building strengthens organizations who, in turn, can make greater contributions toward shared goals in the Greenway NHA.

3. STRATEGIC COMMITMENTS

Throughout all our work as we implement this strategic plan, we are committed to working with tribes, contributing to climate resiliency, and making the Greenway NHA accessible and inclusive of all communities. These commitments do not dictate *what* we do so much as *how* we work and *who* we work with to accomplish shared goals.

TRIBAL ENGAGEMENT

Native people have stewarded the lands and waters of what is now the Greenway NHA since time immemorial but have too often been excluded from narratives and management decisions after being displaced from their ancestral lands. As the coordinating entity of the Greenway NHA, the Greenway Trust is committed to building relationships and working with Tribal governments in ways that are respectful of tribal sovereignty and treaty rights, that honor native peoples' traditional and cultural values and living heritage, and that address their history in this region in a truthful, expanded, balanced and inclusive way. Our specific commitments to and protocols for working with Tribes are detailed in the Mountains to Sound Greenway National Heritage Area Management Plan.

CLIMATE RESILIENCY

A commitment to resiliency lies at the core of the Greenway Trust's mission and long-term vision for the Greenway NHA. Among the challenges we must confront are the impacts of a changing climate. The Greenway NHA is prepared to withstand and help to address some of these impacts because of our early work on land conservation and habitat restoration across the landscape. In addition to contributing to environmental and economic resiliency in the Greenway NHA, the forests and other natural areas we have protected and the >1,000,000 trees and shrubs we have planted in the Greenway absorb massive quantities of carbon and thus help to mitigate climate-warming emissions. As the impacts of a changing climate continue to manifest in the Greenway NHA, we will need to continually evaluate and adapt our approaches as we strive to ensure "a long-term balance between people and nature."

ACCESSIBILITY AND INCLUSION

The Greenway Trust believes that being connected to nature makes life better. Through our work on the ground, we strive to make nature, and the myriad outdoor opportunities that the Greenway NHA offers, more accessible to all who live here. Furthermore, through our work in communities, we are committed to sharing stories about the history and heritage of the Greenway NHA that are inclusive of the many different people who have contributed to the region's culture, and to welcoming all who share an interest in stewarding this special place.

4. PROGRAMS & FY26 PROGRAM OBJECTIVES

The Greenway Trust makes continual, incremental progress toward our goals through our staff-led programs and the many different projects, events, and other activities that we do in collaboration with partners year over year.

Our major programs include:

- *Conservation & Partnerships*: lead and coordinate partnerships and coalitions for land conservation, regional trails, advocacy, NHA coordination, community partnerships, and our portfolio of work in Kittitas County.
- *Field*: plan and lead habitat restoration and trail development/maintenance projects.
- *Education & Volunteer*: deliver hands-on science learning for youth through school-year curricula and career-readiness summer internships, coordinate volunteer events that engage the public as stewards and contribute to habitat restoration and trail maintenance.
- *Communications*: raise public awareness and promote stewardship and support of the Greenway through our website, e-news and social media; produce and share stories and interpretation about the Greenway NHA.

Supporting them all are:

- *Fundraising*: marshal general and program-specific philanthropic support for the work of the Greenway Trust.
- *Operations*: manage finance, H/R, and other back-office functions, and support governance of the Greenway Trust.

Each program manages a robust and evolving portfolio of projects, events, and activities that deliver results and contribute toward our goals for the Greenway NHA. Each year, program leaders identify program objectives that spell out the work they have planned, and the outcomes and results they aim to achieve in the coming fiscal year. We then track progress on a quarterly basis to ensure accountability and make adjustments that may be necessary through the course of the year.

Following is an itemization of program objectives that will contribute to each of our Greenway goals in FY26. We also summarize important “upstream” program objectives for advocacy, fundraising and operations that create the enabling conditions for our work. Program objectives will be updated annually.

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FY26 PROGRAM OBJECTIVES AND PROJECTED PROGRESS TOWARD GOALS

Land Conservation Objectives

Acquisition priorities include parcels that reassemble checkerboard ownership patterns, improve connectivity of fish and wildlife habitat, protect riparian areas and forests, support preservation of farms and working forests, connect communities to nearby public lands and recreational opportunities, or provide open space and nature access in urban areas.

- Track the status of acquisition priorities, share information about potentially interested sellers, and mobilize land trust and agency partners to seize on acquisition opportunities when they arise.
- Facilitate the Land Conservation Action Team of agency partners, land trust representatives, and community advocates to support land conservation efforts.
- Continue solicitations of gifts to the Jim Ellis Fund for Land Conservation and in support of priority acquisitions in the Greenway NHA.

Projected progress toward goal: Will depend on which specific acquisition opportunities arise.

Habitat Restoration Objectives

- Complete in-stream restoration of 1 mile of Issaquah Creek flowing through Lake Sammamish State Park that will result in improved habitat for chinook, coho and kokanee salmon, and complement ongoing restoration of ~ 50 acres of surrounding riparian forest.
- Initiate new and continue ~15 active ecological restoration projects that result in long-term habitat improvement for salmon recovery in riparian corridors.
- Initiate new and continue ~5 active ecological restoration projects that result in long-term upland forest health improvements.
- Initiate new and continue ~7 active ecological restoration projects that result in long-term urban forest canopy improvements and enhanced public access to nature.

Projected progress toward goal: 500 acres under restoration (25 new acres), 15,000 native trees and shrubs planted.

Regional Trails Objectives

Priorities include seeking funding for construction of trail connections in Bellevue, and planning for connections in Issaquah, between Preston and Snoqualmie, and through Ellensburg.

- Mobilize advocacy and support completion of a continuous end-to-end, east-west trail across the Greenway NHA.
- Support expansion and inter-connection of the wider regional trail network.
- Facilitate the Regional Trails Action Team to inform and support regional trail advocacy.

Projected progress toward goal: Planning/design progress for at least 4 regional trail gaps.

Trail Development and Maintenance Objectives

- Construct or improve at least 4.7 miles of trails at Granite Flats and in the Teanaway Community Forest that result in improved public access and recreational experiences, and reduced impacts of trail use on surrounding ecosystems.
- Maintain at least 44 miles of trail and 14 trailheads/access points, mostly in the Middle Fork Snoqualmie Valley, that results in improved public access and visitor experiences and reduces environmental impacts at those locations.
- Continue soliciting major gifts to the Middle Fork Phase 2 campaign.

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Projected progress toward goal: 49 miles of trails built or maintained, 15 trailheads/access points improved.

Historic Preservation Objectives

- Manage contractors and volunteers to restore the Thorp Mountain Lookout that results in preservation and public re-opening of the historic CCC-era fire lookout.
- Collect oral histories related to the Greenway's 35th anniversary that result in archived histories about the Greenway Trust's founding and impact over time.

Projected progress toward goal: 1 historic structure preserved, 5 oral histories collected.

Environmental Education Objectives

- Offer "Next Generation Stewards" and "Forests and Fins" curricula to 4th-12th grade classes in King County that results in at least 1500 students increasing their understanding of watershed ecology and engaging in environmental stewardship.
- Offer three paid internship programs that results in at least 40 youth learning about green career possibilities while developing transferable job skills.
- Offer field trips, experiential learning opportunities with local professionals, and citizen-science restoration monitoring programs for students in Kittitas County that result in at least 35 students learning about local green job possibilities.
- Provide financial and material support to reduce barriers to participation that results in at least half of students identifying with communities historically underrepresented in the environmental field, including BIPOC youth and those from low-income families.

Projected progress toward goal: 1575 student served through school curricula, internships, and other educational experiences.

Stewardship Objectives

- Organize and promote 4 large, high-visibility volunteer events that activate at least 350 stewards and contribute to goals for habitat restoration, trail maintenance, public awareness, partnerships, and fundraising.
- Organize 150 smaller restoration and trail maintenance events throughout the year that provide frequent and accessible opportunities for at least 2,500 volunteers to contribute to stewardship of the Greenway NHA.
- Promote responsible and respectful recreation through Trailhead Ambassador programs in Kittitas County.
- Increase retention of volunteers by recognizing long-term and high-impact volunteers.
- Facilitate fund-raising and grant-making by the Kittitas Stewardship Fund.

Projected progress toward goal: 3,000 volunteers engaged in habitat restoration and trail maintenance work in the Greenway NHA.

Interpretation Objectives

- Complete panel updates to nine Greenway kiosks that feature interpretation of tribal heritage and historically significant features at each site.
- Manage development and installation of interpretive and wayfinding signage along the historic Coal Mines Trail.
- Lead summer series of interpretive events in the Teanaway Community Forest that highlight various aspects of the natural, cultural, and historical resources found there.

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- Collaborate with Tribes, partners, and freelance writers to create and amplify stories and itineraries that interpret the history and heritage of the Greenway NHA.

Projected progress toward goal: 9 Greenway kiosks updated, at least 2 new interpretive displays installed, at least 6 interpretive events hosted.

Public Awareness Objectives

- Grow public awareness of the Greenway Trust and Greenway NHA through social media channels, Google Ad grant campaigns, Search Engine Optimization efforts, local advertising, and media relations campaigns.
- Complete panel updates to nine Greenway kiosks and leverage suitable content as an NHA signage toolkit that can be used for other signage opportunities as they arise.
- Host 231 public-facing events, including an NHA film fest, and participate in community events that introduce participants to the Greenway and share opportunities to learn more and to get involved.
- Leverage public visibility and scale of the Issaquah Creek project to increase public awareness about salmon conservation, our restoration work, and the Greenway more generally.
- Leverage contacts made through volunteer and interpretive events, especially signature stewardship events and events with corporate groups, as opportunities to cultivate awareness of the Greenway into further engagement and support.

Projected progress toward goal: Digital media reach increased by 50%; at least 40% of participants in Greenway events are first-timers.

Partnerships Objectives

- Document and implement a partnership plan to ensure consistent coordination of established agency, business, and nonprofit partnerships, and inform priorities for new partner cultivation.
- Continue seeking tribal input and engagement in Greenway NHA projects and activities.
- Facilitate at least 8 coalitions, collaboratives and action teams that build networks of relationships and create fertile ground for shared contributions to all Greenway goals.
- Continue outreach and engagement with community-based organization to increase awareness of the Greenway NHA and Trust (?) and to surface opportunities for collaboration on events, projects, and programming of mutual benefit.
- Celebrate partner achievements and contribution to the Greenway NHA through the Annual Dinner Celebration and other recognitions that reinforce and deepen commitments to our partnerships and shared vision for the Greenway NHA.
- Conduct every collaborative project, event, and activity in a way that strengthens positive relationships with partners and motivates further collaboration in the Greenway.

Projected progress toward goal: At least 75 collaborators actively engaged in Greenway projects and events per all program objectives, at least 8 coalitions and collaboratives facilitated, and at least 5 organizations supported with financial or technical assistance.

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“UPSTREAM” PROGRAM OBJECTIVES

The following objectives create the enabling conditions for our work and maintain the foundation for a strong effective organization so that we can successfully advance the program objectives listed above.

Advocacy Objectives

Advocacy priorities include: federal appropriations for NHAs, Washington Wildlife and Recreation Program funding, agency budget requests, King County Parks levy, and more at all levels of government.

- Coordinate and mobilize legislative advocacy, public outreach, and support letters in support of policies, budgets, and funding initiatives that result in public funding for maintenance and operations of parks and public lands, capital investments in land conservation and trails, and other public policies and programs that are supportive of our goals for the Greenway.
- Cultivate good relations with Federal, state and local elected leaders who are important champions for funding and public policy that supports goals of the Greenway.
- Facilitate the Advocacy Action Team to coordinate board member support for advocacy at the federal, state, county, and local levels.

Fundraising Objectives

- Incrementally grow and sustain annual fundraising that results in general support of the Greenway Trust.
- Cultivate and steward relationships with donors that result in consistent year-over-year support of the Greenway Trust.
- Organize the Annual Fundraising Breakfast and other fundraising events that attract general support for the Greenway Trust.
- Prospect and solicit philanthropic contributions to the Middle Fork campaign, Jim Ellis Fund and other major initiatives of the Greenway Trust.
- Work with program staff to identify and pursue grant opportunities that provide robust support for Greenway projects and programming.

Operations Objectives

- Manage finances, maintain appropriate financial controls, and administer assets and liabilities in a way that results in operating within approved budgets and fulfilling fiduciary obligations of the nonprofit.
- Develop a dashboard of KPIs and metrics that results in increased transparency and accountability for organizational performance and progress toward goals.
- Support board-led initiatives to increase board engagement and establish succession plans for board and staff leadership that result in maintaining strong governance of the Greenway Trust.
- Invest in individualized professional development for all staff and implement organizational policies and practices that result in enhanced feelings of belonging and fairness.

5. STRATEGIC ACTIONS

A fundamental purpose of the strategic plan is to prioritize organizational actions that we believe are necessary to achieve our long-term goals for the Greenway. Specifically, strategic actions focus our attention on aspects of our people, business, programs and partnerships that we need to grow, change or develop to make better progress towards our goals and deliver results.

The Greenway has identified seven strategic actions as priorities for FY26-FY27. Of the seven, four have shorter timelines for completion and are aimed at immediately improving enabling conditions or setting a foundation for pursuing subsequent strategic actions. These “discrete strategic actions” will be completed within FY26 (July 2025-June 2026) and will yield ongoing benefits by making our people, business, programs or partnerships more efficient, effective, and impactful. The other three strategic actions are part of longer-term efforts to deepen, expand or accelerate organizational impact. These “sustained strategic actions” require an initial investment and a commitment of two years to set a new trajectory that can then be sustained or built upon.

	Discrete Strategic Actions	Sustained Strategic Actions
PEOPLE	<ul style="list-style-type: none"> Update succession plans for Board and staff leadership 	<ul style="list-style-type: none"> Enhance Board engagement
BUSINESS	<ul style="list-style-type: none"> Develop a Greenway dashboard Adopt a business strategy that aligns resources and grows the org 	
PROGRAMS		<ul style="list-style-type: none"> Activate Action Teams
PARTNERSHIPS	<ul style="list-style-type: none"> Document a partnership plan 	<ul style="list-style-type: none"> Increase public awareness

Each of the seven identified strategic actions are described below with a Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objective (*in italics*). Implementation work plans for each strategic action will be developed by the responsible committee or program to guide achievement of the SMART objectives.

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PEOPLE

Update succession plans for board and staff leadership: Succession plans for board and staff leadership are vital for the long-term health and sustainability of the Greenway Trust. The Greenway Trust should also consider how to develop a sustainable leadership transition model that could include term limits for Board and Ex Comm as a means to regularly bring fresh views and experiences while maintaining the benefits of longevity and institutional knowledge.

SMART objective: By June 2026, the Governance Committee will develop succession plans and processes for Board officers (President, Treasurer, Secretary, Vice President/President Elect) and the Executive Director that result in a pipeline of identified candidates for board leadership and preparedness for planned or unplanned leadership changes.

Notes: The Governance Committee will be responsible for developing succession plans in consultation with the Executive Committee, Board and senior staff. Once in place, the succession plans should serve to sustain a pipeline of future board leaders and to guide the organization in the event of an unexpected leadership transition.

Enhance board engagement: The Greenway Trust's uniquely large board is one of our greatest organizational assets. Investing in board engagement can improve understanding and support for organizational priorities, enrich board members' experience by offering opportunities to participate in the work of the Greenway Trust, and more powerfully leverage the diverse talents and collective influence of board members in support of the Greenway Trust's mission and strategic priorities.

SMART objective: By June 2027, the Board Engagement Committee, with assistance from the Executive Committee and pertinent staff, will actively support onboarding and engagement of board members in ways that result in 100% of non-ex-officio board members attending at least 3 of 5 board meetings each fiscal year, making a personally meaningful annual donation, and serving on a governance committee or action team of their choosing (or personally engaging in some other Greenway project).

Notes: Actions to support this objective may include: provide board learning and training opportunities (e.g., more structured orientation and on-boarding sessions); initiate a board mentorship program; enhance board-staff connections; and leverage board expertise through action teams, committees, and other engagement opportunities.

BUSINESS

Develop a Greenway dashboard: A dashboard of metrics and key performance indicators (KPIs) would enable the board and staff to more consistently and transparently track progress toward organizational goals and to monitor organizational health and program performance.

SMART objective: By December 2025, the Operations Director and NHA Manager, with support of program leads, will establish a dashboard of metrics, milestones, and KPIs (to be updated quarterly) that result in the Executive Committee and program leads being able to jointly track progress toward goals, hold accountability for strategic actions and annual program priorities, and inform decisions about future priorities and deployment of organizational resources.

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Notes: We already track and compile many building blocks for a dashboard including annual reports to the NPS about conservation, recreation, restoration, education, and other NHA-related activities, participation in our volunteer events and educational programming, quarterly financial reports, and website and social media statistics. The dashboard will serve to consolidate these various data, fill any important gaps, and facilitate the use of current data to inform ongoing management of the Greenway Trust.

Adopt a business strategy that aligns resources and grows org: For 35 years, the Greenway Trust has inspired collective progress toward our big vision for the Greenway NHA by staying focused on our mission and remaining true to our values. As our organization evolves, takes on expanded goals, and confronts emergent challenges, we also need to maintain a strong operational foundation. Our business strategy must align resources to our strategic priorities and cultivate an organizational growth mindset about our capital (human, financial and social), our influence (through partners and the public), and our resultant capacity to effect positive impact in the Greenway NHA.

SMART objective: By June 2026, the Operations Director will lead a task force to review and update our existing business planning framework (i.e., budgeting, fiscal management, workforce development) that results in consistent alignment of organizational resources (people, money, relationships, etc.) with Greenway goals and priorities, intentional investment in sustainability and growth of the Greenway Trust, and adaptation to external conditions.

Notes: The building blocks for our business strategy will be a framework of operational tools and processes that may include multi-year budget forecasts, fundraising strategies, talent development plans, and budget priorities.

PROGRAMS

Activate Action Teams: Early in the strategic planning process, the Executive Committee established four Action Teams to provide a means for Board members to learn about and support the Greenway Trust's work on land conservation, regional trails, marketing and communications, and advocacy. Action teams are staff led and organized to convene partners for collaborative action that supports our mission and the goals of this strategic plan.

SMART objective: By June 2026, all four action teams will have developed an "action agenda" and taken coordinated actions that result in measurable progress toward relevant goals and/or achievement of specified priority outcomes.

Notes: Action teams include staff, interested board members, and representatives from partner organizations. A vital next step for activating each action team is to develop and then act on an "action agenda" that identifies opportunities and priority outcomes that Actions Teams will pursue.

Increase public awareness: The Greenway Trust is known and loved by those who are familiar with our work and scope. However, we need to grow public awareness of our mission if we are to extend our reach, increase our influence, and achieve greater impact in the Greenway NHA.

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SMART objective: By June 2027, the Communications program, with support from other public-facing programs, will lead a coordinated communications and outreach strategy that results in a 50% increase of e-news subscribers, social media followers, and website visitors, and that is accompanied by a concurrent if not commensurate increase in the number of donors and volunteers to the Greenway Trust.

Notes: Growing public awareness will require clarifying our brand and identity, developing imagery, developing and implementing a public awareness / communications campaign, and expanding or enhancing programs that have strong public outreach and education components. Such a campaign may require upstream or at least concurrent investment in additional capacity and expertise, either through growing staff or retaining consultants.

PARTNERSHIPS

Document a partnership plan: Even with our depth of experience in developing partnerships and leading coalitions, the Greenway Trust needs a partnership plan that documents who we partner with, clarifies respective internal roles, strengthens our collaborations with partners, and helps tell the stories of what partnerships accomplish in the Greenway NHA.

SMART objective: By December 2025, the Conservation and Partnerships team will develop a partnership plan that documents and assesses the state of relationships with partner organizations and that results in guidance about new relationships that should be prioritized for development, existing relationships that may need strengthening, and an action plan for following through.

Notes: This initial partnership plan will establish a foundation to build upon over time. The first step is to document the state of our current partnerships. As we pursue organizational goals, and as priorities evolve and challenges emerge, the partnership plan will help us to identify partnership strengths to be maintained and weaknesses or gaps to be filled.

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FY25 strategic actions

In parallel with the strategic planning process, we have already taken several early strategic actions to strengthen our governance structures, to ramp-up engagement of board members, and to form several “action teams” intended to facilitate collaboration among staff, board and partners on certain long-standing organizational priorities. These initial strategic actions set us on an improved footing to take on the FY26 strategic actions described above. During FY25 (July 2024-June 2025), we have:

Strengthened governance structures and functions

- Updated all committee charters and drafted Governance Principles
- Reframed Operations Committee → now Finance & Audit Committee
- Shifted board recruitment function from Board Engagement Committee to Executive Committee
- Established Governance Committee
- Program Committee dropped, responsibilities now distributed among new committees and action teams

Ramped up Board Engagement

- Recruited and elected a new board engagement committee chair
- Recruited new board engagement committee members
- Updated board roles and responsibilities
- Updated and collected Board Engagement pledges
- Resumed orientations for new board members
- Initiated development and update of a “board book”

Established four new Action Teams

- Land Conservation
- Advocacy
- Regional Trails
- Marketing & Communications

Appendix A: Goal Tables

Goal: Land Conservation

Land conservation is essential for realizing our vision for the Greenway. At a landscape scale, land conservation is vital for maintaining the iconic visual integrity of the Greenway, reconnecting and protecting corridors for fish and wildlife movement, consolidating checkerboarded ownership to make land management more efficient and effective, preserving farmland and productive agricultural areas, containing urban sprawl and maintaining urban separation. At local scales, land conservation helps to maintain buffers around sensitive areas, provide connections and access points between communities and adjoining public lands, preserve parks and open spaces in communities, and protect historic sites and structures. Land conservation can be accomplished many ways, including through direct acquisition, conservation easements, trust-land transfers, and transfers of development rights.

Lead Program(s): Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> Acres of land conserved each year List and map of acquisitions completed each year 	<p><i>Progress will depend on which specific acquisition opportunities arise this year.</i></p>	<p>Landscape-scale impacts:</p>
<p>Progress to date</p>	<p>FY26 Program Objectives</p>	<ul style="list-style-type: none"> Maintain the iconic visual integrity of the Greenway Reconnect corridors for fish and wildlife movement Consolidate checkerboarded ownership to make land management more efficient and effective Preserve farmland and productive agricultural areas Contain urban sprawl and maintain urban separation
<ul style="list-style-type: none"> 368,533 acres conserved since 1990 Map of land acquisitions 	<p>Acquisition priorities include parcels that reassemble checkerboard ownership patterns, improve connectivity of fish and wildlife habitat, protect riparian areas and forests, support preservation of farms and working forests, connect communities to nearby public lands and recreational opportunities, or provide open space and nature access in urban areas.</p> <ul style="list-style-type: none"> Track the status of acquisition priorities, share information about potentially interested sellers, and mobilize land trust and agency partners to seize on acquisition opportunities when they arise. Facilitate the Land Conservation Action Team of agency, land trust, and community partners to support land conservation efforts. Continue solicitations of gifts to the Jim Ellis Fund for Land Conservation and in support of priority acquisitions in the Greenway NHA. 	<p>Local-scale impacts:</p> <ul style="list-style-type: none"> Maintain buffers around sensitive areas Provide connections and access points between communities and adjoining public lands Preserve parks and open spaces in communities Protect historic sites and structures

Key Partners

Government/Agencies: US Forest Service, WA Department of Natural Resources, WA State Parks, WA Department of Fish and Wildlife, King County, Kittitas County

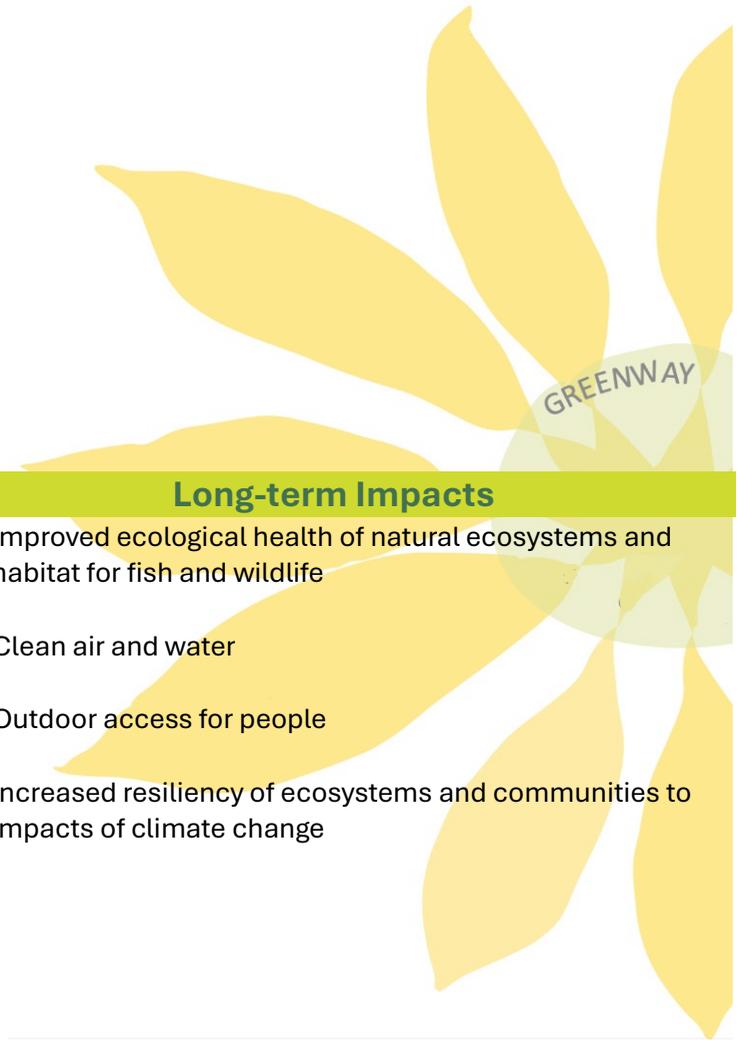
Nonprofits/Community Groups: Trust for Public Land, Forterra, Kittitas Conservation Trust, Issaquah Alps Trails Club, Si View Metropolitan Parks District, Middle Fork Outdoor Recreation Coalition

Goal: Habitat Restoration

After decades of industrial logging, fire suppression, development, and water diversion, many natural lands and waters in the Greenway NHA are now degraded and fragmented, especially in and around urban communities. Habitat restoration – which may include both control of noxious weeds and replanting of native trees and shrubs – improves the ecological health of natural ecosystems that provide habitat for fish and wildlife, clean air and water, and outdoor access for people, and increases the resiliency of ecosystems and communities to the impacts of a changing climate.

Lead Program(s): Field, Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> • Acres under active restoration (weed control and/or native plantings) each year • # of native trees and shrubs planted • List and map of restoration sites 	<ul style="list-style-type: none"> • 500 acres under restoration (25 new acres), • 15,000 native trees and shrubs planted 	<ul style="list-style-type: none"> • Improved ecological health of natural ecosystems and habitat for fish and wildlife • Clean air and water • Outdoor access for people • Increased resiliency of ecosystems and communities to impacts of climate change
<p>Progress to date</p> <ul style="list-style-type: none"> • 2,100 acres restored/under restoration • 1,027,000 native trees and shrubs planted in the Greenway • [Historic map of restoration sites] 	<p>FY26 Program Objectives</p> <ul style="list-style-type: none"> • Complete in-stream restoration of 1-mile of Issaquah Creek flowing through Lake Sammamish State Park that will result in improved habitat for chinook, coho and kokanee salmon, and complement ongoing restoration of ~ 50 acres of surrounding riparian forest. • Initiate new and continue ~15 active ecological restoration projects that result in long-term habitat improvement for salmon recovery in riparian corridors. • Initiate new and continue ~5 active ecological restoration projects that result in long-term upland forest health improvements. • Initiate new and continue ~7 active ecological restoration projects that result in long-term urban forest canopy improvements and enhanced public access to nature. 	



Key Partners

Government/Agencies: Snoqualmie Indian Tribe, US Forest Service, US Army Corps of Engineers, WA State Parks, WA Department of Natural Resources, King County, Cities of Issaquah, Seattle, Woodinville, Burien, Shoreline, Snoqualmie, North Bend, Duvall, WRIA 8, Snoqualmie Watershed Forum

Nonprofits/Community Groups: Bonneville Environmental Foundation, City Forest Credits, National Fish & Wildlife Foundation, National Forest Foundation, Trout Unlimited, Friends of Lake Sammamish SP

Goal: Regional Trails

From the inception of the Mountains to Sound Greenway, we have pursued the goal of completing an end-to-end “green way” that would embody the backbone of the landscape and connect mountains to sound. Today, the eponymous Mountains to Sound Greenway Trail is integral to an increasingly expansive and interconnected network of regional and community trails that provide active transportation options in and between communities, and local access to parks, open spaces and adjacent public lands across the Greenway NHA. Each gap that is filled brings us closer to realizing the original vision and enhances the wider network of regional trails.

Lead Program(s): Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> Miles of interconnected regional and community trails List and map of trails built, and connections made 	<ul style="list-style-type: none"> Planning/design progress for at least 4 regional trail gaps 	<ul style="list-style-type: none"> End-to-end trail across the Greenway NHA Active transportation routes in and between communities Local access to parks, open space and adjacent public lands
Progress to date	FY26 Program Objectives	
<ul style="list-style-type: none"> Map of regional trails and gaps 	<p>Priorities include seeking funding for construction of trail connections in Bellevue, and planning for connections in Issaquah, between Preston and Snoqualmie, and through Ellensburg.</p> <ul style="list-style-type: none"> Mobilize advocacy and support completion of a continuous end-to-end, east-west trail across the Greenway NHA. <ul style="list-style-type: none"> Near-term focus for regional trails work includes funding and construction of trail connections in Bellevue, and planning for connections in Issaquah, between Preston and Snoqualmie, and through Ellensburg. Support expansion and inter-connection of the wider regional trail network. Facilitate the Regional Trails Action Team to inform and support regional trail advocacy. 	



Key Partners

Government/Agencies: WA State Department of Transportation, WA State Parks, King County Parks, Fall City Metropolitan Parks District, Cities of Bellevue, Issaquah, Mercer Island, Seattle, Snoqualmie, Ellensburg

Nonprofits/Community Groups: Leafline Trails Coalition, Eastrail Partners, Cascade Bicycle Club, Rails-to-Trails Conservancy

Goal: Trail Development and Maintenance

Outdoor recreation is interwoven through the culture and history of the Mountains to Sound Greenway and been an important motivator for conserving and enhancing the landscape. As the demand for outdoor recreation has skyrocketed on public lands in the Greenway NHA, it has strained the capacity of recreation infrastructure and led to increased impacts on natural resources and the ability of Tribes to exercise their treaty rights. Protecting resources and honoring treaty rights while simultaneously enhancing access to public lands and recreational opportunities requires careful design and ongoing maintenance of trails, trailheads and other recreational infrastructure on public lands.

Lead Program(s): Field, Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> Miles of trails built/maintained each year List and map of trails built/maintained # of trailheads/access points improved List and map of trailheads/access points improved 	<ul style="list-style-type: none"> 49 miles of trails built or maintained 15 trailheads/access points improved. 	<ul style="list-style-type: none"> Enhanced access and opportunities for outdoor recreation on public lands Protection of natural resources Avoided/reduced impacts on fish and wildlife and sensitive habitats Protection of tribal treaty rights
<p>Progress to date</p> <ul style="list-style-type: none"> 73 miles of new trails constructed More than 950 miles of trails maintained. 20 trailheads and access points improved. [Map of trailheads and access points improved since 1990] 	<p>FY26 Program Objectives</p> <ul style="list-style-type: none"> Construct or improve at least 4.7 miles of trails at Granite Flats and in the Teanaway Community Forest that result in improved public access and recreational experiences, and reduced impacts of trail use on surrounding ecosystems. Maintain at least 44 miles of trail and 14 trailheads/access points, mostly in the Middle Fork Snoqualmie Valley, that results in improved public access and visitor experiences and reduces environmental impacts at those locations. Continue soliciting major gifts to the Middle Fork Phase 2 campaign 	



Key Partners

Government/Agencies: Snoqualmie Indian Tribe, US Forest Service, Klondike National Historic Park, WA State Parks, WA Department of Natural Resources, WA Department of Fish & Wildlife
Nonprofits/Community Groups: Washington Trails Association, Mountaineers, Washington Climbers Coalition, Washington Alpine Club, Conservation NW, King County SAR, The Earth Gym
Businesses: REI Co-op, Volition Brewing, Falling River Meats, Evo

Goal: Historic Preservation

Historic preservation sustains connections between our past, present, and future. Preserving historic sites and structures is fundamental to preserving and sharing history and heritage in the Greenway NHA. Similarly, historical research, archiving and curation all help document stories and cultures that might otherwise be lost to time or development.

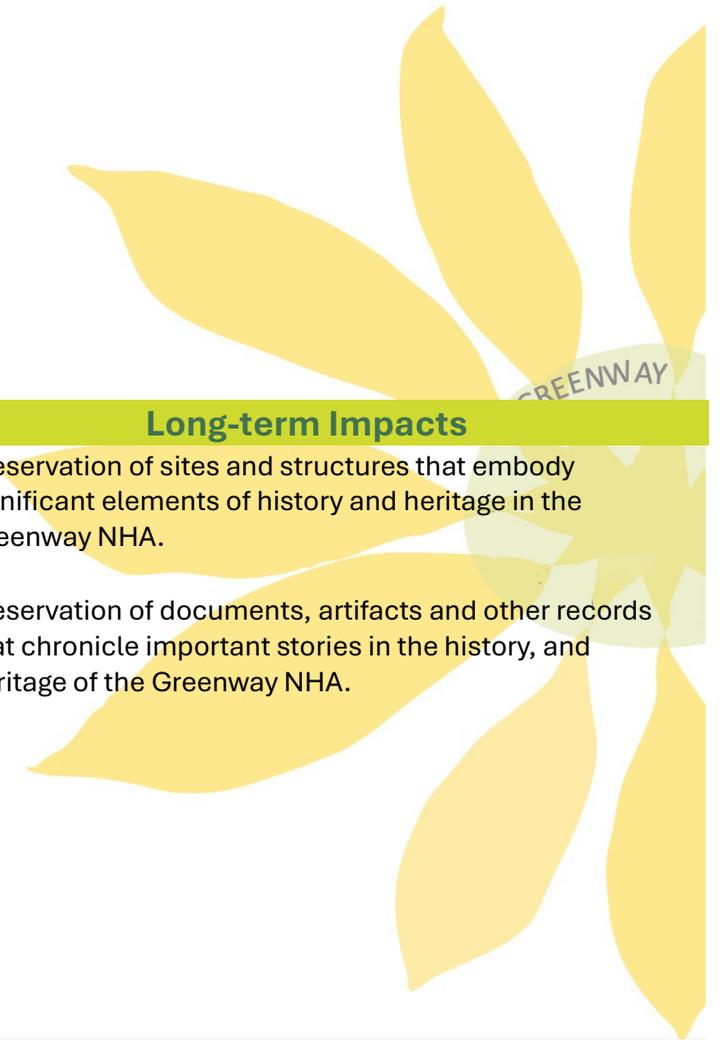
Lead Program(s): Conservation & Partnerships, Communications

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> • # of historic sites or structures preserved • List and map of historic sites and structures preserved • # of artifacts/histories documented • List of artifacts/histories documented 	<ul style="list-style-type: none"> • <i>1 historic structure preserved</i> • <i>5 oral histories collected</i> 	<ul style="list-style-type: none"> • Preservation of sites and structures that embody significant elements of history and heritage in the Greenway NHA. • Preservation of documents, artifacts and other records that chronicle important stories in the history, and heritage of the Greenway NHA.
Progress to date	FY26 Program Objectives	
<ul style="list-style-type: none"> • More than 10 sites and structures preserved including historic tunnels and trestles along the Palouse to Cascades State Park Trail, Coal Mines Trail corridor, Camp Brown, Salmon la Sac picnic shelter, Preston Mill, Firehouse at Snoqualmie Pass. • [Map of historic sites and structures that the Greenway has helped preserve.] 	<ul style="list-style-type: none"> • Manage contractors and volunteers to restore the Thorp Mountain Lookout that results in preservation and public re-opening of the historic CCC-era fire lookout. • Collect oral histories related to the Greenway’s 35th anniversary that result in archived histories about the Greenway Trust’s founding and impact over time. 	

Key Partners

Government/Agencies: US Forest Service

Nonprofits/Community Groups: Historiccorps, Fire Lookout Association



Goal: Environmental Education

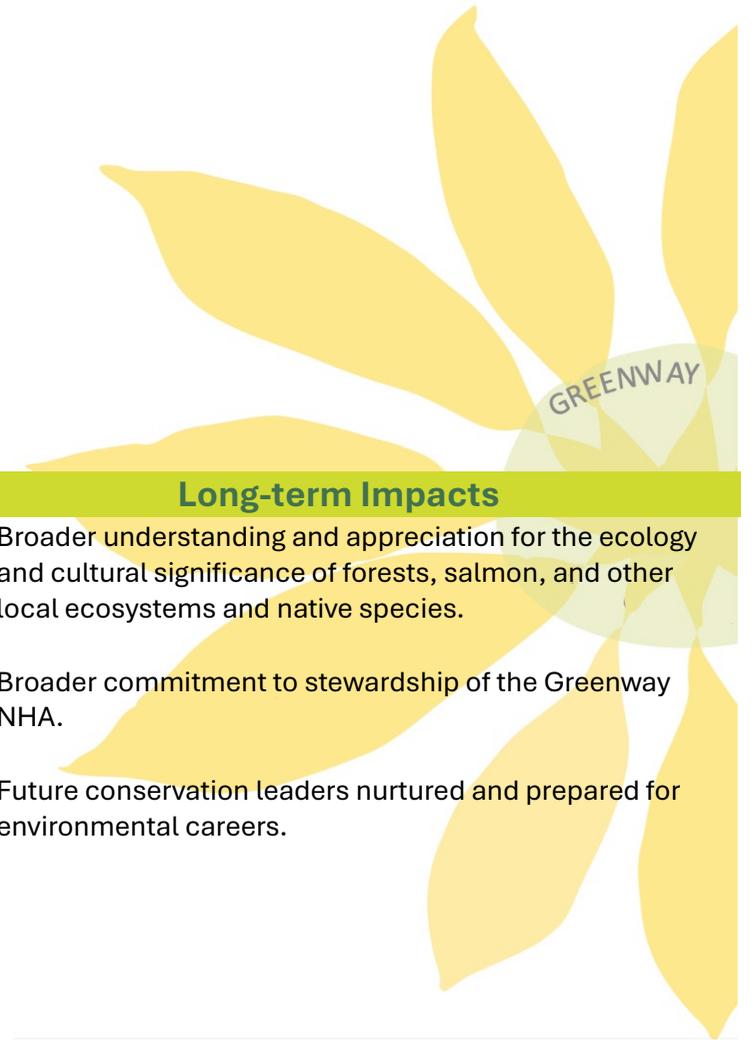
Environmental education programs help youth learners understand and appreciate the ecology and cultural significance of forests, salmon, and other ecosystems and species in the Greenway NHA. These programs also support career readiness by providing high school students with job training, transferable skills, and exposure to green career pathways through real-world learning experiences. When paired with hands-on stewardship opportunities, environmental education cultivates care for the Greenway NHA and nurtures emerging conservation leaders.

Lead Program(s): Education, Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> • # of students taught • # of interns employed • # of interns who go on to study and work in environmental fields • % students who attend low-income, racially diverse schools 	<ul style="list-style-type: none"> • <i>1575 students served through school curricula, internships, and other educational experiences.</i> 	<ul style="list-style-type: none"> • Broader understanding and appreciation for the ecology and cultural significance of forests, salmon, and other local ecosystems and native species.
	FY26 Program Objectives	<ul style="list-style-type: none"> • Broader commitment to stewardship of the Greenway NHA. • Future conservation leaders nurtured and prepared for environmental careers.
Progress to date	<ul style="list-style-type: none"> • Offer “Next Generation Stewards” and “Forests and Fins” curricula to 4th-12th grade classes in King County that results in at least 1500 students increasing their understanding of watershed ecology and engaging in environmental stewardship. • Offer three paid internship programs that results in at least 40 youth learning about green career possibilities while developing transferable job skills. • Offer field trips, experiential learning opportunities with local professionals, and citizen-science restoration monitoring programs for students in Kittitas County that result in at least 35 students learning about local green job possibilities. • Provide financial and material support to reduce barriers to participation that results in at least half of students identifying with communities historically underrepresented in the environmental field, including BIPOC youth and those from low-income families. 	
<ul style="list-style-type: none"> • 76,000 students served since inception of program 		

Key Partners

Government/Agencies: King County Wastewater, King Conservation District, City of Burien
Nonprofits/Community Groups: Pacific Education Institute, WANIC Skills Center, Dirt Corps
School Districts: Riverview, Federal Way, Issaquah, Renton, Seattle



Goal: Stewardship

The living heritage of the Greenway NHA depends on active and ongoing stewardship of its natural, cultural, historic and other resources. While land management agencies have jurisdiction over various public lands in the Greenway NHA, residents and visitors also contribute to stewardship of the Greenway NHA by volunteering, donating, advocating for relevant public policy, and adhering to principles of responsible recreation and Leave No Trace practices.

Lead Program(s): Volunteer, Conservation & Partnerships, Communications, Fundraising

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> # of volunteers and # of volunteer-hours contributed to stewardship of the Greenway NHA # of donors making financial contributions to support the work of the Greenway Trust 	<ul style="list-style-type: none"> <i>3,000 volunteers engaged in habitat restoration and trail maintenance work in the Greenway NHA.</i> 	<p>The Greenway NHA is well-protected and maintained by:</p> <ul style="list-style-type: none"> A broader base of community members participating in stewardship of the Greenway. A larger base of financial support for the Greenway Trust Greater public support for agency budgets and other public policy that supports stewardship of public lands.
Progress to date	FY26 Program Objectives	
<ul style="list-style-type: none"> 69,000 volunteers (33% youth) have contributed 308,000 volunteer-hours to stewardship of the Greenway NHA. 542 donors provided financial support to the Greenway Trust in 2024. 	<ul style="list-style-type: none"> Organize and promote 4 large, high-visibility volunteer events that activate at least 350 stewards and contribute to goals for habitat restoration, trail maintenance, public awareness, partnerships, and fundraising. Organize 150 smaller restoration and trail maintenance events throughout the year that provide frequent and accessible opportunities for at least 2,500 volunteers to contribute to stewardship of the Greenway NHA. Promote responsible and respectful recreation through Trailhead Ambassador programs in Kittitas County. Increase retention of volunteers by recognizing long-term and high-impact volunteers. Facilitate fund-raising and grant-making by the Kittitas Stewardship Fund. 	

Key Partners

Government/Agencies: WA State Parks, King County, City of Seattle, Foresting Seattle, City of Issaquah
Nonprofits/Community Groups: Aspiring Youth, Mountaineers
Businesses: AAA Washington, Accenture, Alaska Airlines, Deloitte, Docusign, REI Co-op, Stanley



Goal: Interpretation

Interpretation is how we share stories that give meaning to the Greenway NHA and connect people to this place and its wealth of culture, history, and heritage. Developing and sharing interpretive resources aims to increase connection and understanding, and to inspire stewardship of the Mountains to Sound Greenway landscape, culture and history.

Lead Program(s): Communications, Conservation & Partnerships

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> # and list of interpretive resources produced (physical and digital media) # and list of interpretive events/experiences offered 	<ul style="list-style-type: none"> 9 Greenway kiosks updated At least 2 new interpretive displays installed At least 6 interpretive events hosted 	<ul style="list-style-type: none"> People who encounter interpretive resources and experiences gain better understanding of history and heritage of the Greenway NHA.
Progress to date	FY26 Program Objectives	<ul style="list-style-type: none"> People who encounter interpretive resources feel a positive connection to the Greenway NHA.
<ul style="list-style-type: none"> Resources: 9 original Greenway kiosks; interpretive displays on Greenway Trail in Bellevue, at Issaquah Salmon Hatchery, Snoqualmie Point Park, Preston Mill, Camp Brown, Garfield Ledges, Quilomene and LT Murray Wildlife Areas; Greenway website, plant and animal field guides. Events/Experiences: Explore the Greenway events and itineraries; digital walking tours; Scenic Washington driving tour; Teanaway interpretive events. 	<ul style="list-style-type: none"> Complete panel updates to nine Greenway kiosks that feature interpretation of tribal heritage and historically significant features at each site. Manage development and installation of interpretive and wayfinding signage along the historic Coal Mines Trail. Lead summer series of interpretive events in the Teanaway Community Forest that highlight various aspects of the natural, cultural, and historical resources found there. Collaborate with Tribes, partners, and freelance writers to create and amplify stories and itineraries that interpret the history and heritage of the Greenway NHA. 	<ul style="list-style-type: none"> People who encounter interpretive resources are motivated to contribute to stewardship of the Greenway NHA.

Key Partners

Government/Agencies: Snoqualmie Tribe, Tulalip Tribes, Yakama Nation, US Forest Service, WA State Parks, WA Department of Natural Resources, Washington Department of Fish and Wildlife, Yakama Nations Fisheries, Mid-Columbia Fisheries, King County, Kittitas County, City of Snoqualmie, City of Mercer Island, Cities of Cle Elum and Roslyn

Nonprofits/Community Groups: Roslyn-Ronald-Cle Elum Heritage Club, WA Historical Society, Snoqualmie Valley History Museum

Businesses: Rocking R Ranch, Parke Creek Farms

Goal: Public Awareness

Raising public awareness about the Greenway NHA is a critical step toward expanding public support for its care and stewardship. Publicizing the benefits and opportunities that the Greenway NHA affords to residents and visitors elevates awareness and appreciation for this place, and “widens the door” through which we can invite people to participate with the Greenway Trust as stewards.

Lead Program(s): Communications

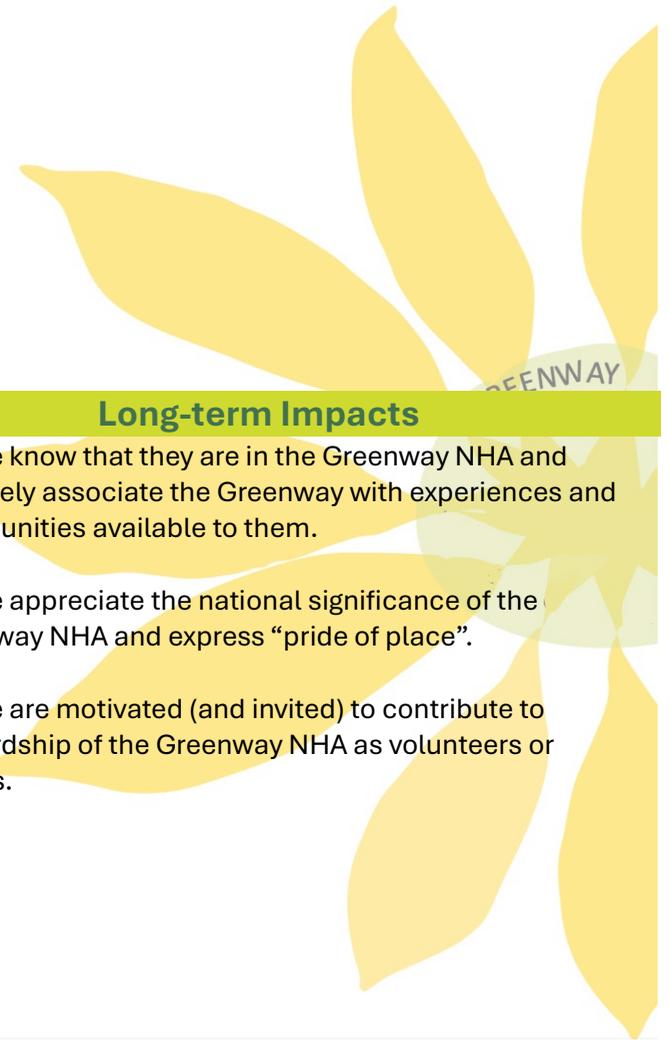
Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> • Communications “Reach” metrics (e.g., e-news subscribers, website visits, social media impressions, earned media, etc.) • Top-performing posts, pages, media features, etc. • # participants in Greenway events (e.g., volunteer events, interpretive events, fundraising events, etc.) • # and list of signs that signal location in the Greenway 	<ul style="list-style-type: none"> • <i>Digital media reach increased by 50%</i> • <i>At least 40% of participants in Greenway events are first-timers</i> 	<ul style="list-style-type: none"> • People know that they are in the Greenway NHA and positively associate the Greenway with experiences and opportunities available to them. • People appreciate the national significance of the Greenway NHA and express “pride of place”. • People are motivated (and invited) to contribute to stewardship of the Greenway NHA as volunteers or donors.
Progress to date	FY26 Program Objectives	
<ul style="list-style-type: none"> • e-news subscribers (May 2024): 12,048 • Facebook followers (May 2024): 5,968 • Instagram followers (May 2024): 5,201 • LinkedIn followers (May 2024): 1,533 • Website visitors (April 2024): 9,963 • Event participants in 2024: 912 • Greenway NHA signs: >26 	<ul style="list-style-type: none"> • Grow public awareness of the Greenway Trust and Greenway NHA through social media channels, Google Ad grant campaigns, Search Engine Optimization efforts, local advertising, and media relations campaigns. • Complete panel updates to nine Greenway kiosks and leverage suitable content as an NHA signage toolkit that can be used for other signage opportunities as they arise. • Host 231 public-facing events, including an NHA film fest, and participate in community events that introduce participants to the Greenway and share opportunities to learn more and to get involved. • Leverage public visibility and scale of the Issaquah Creek project to increase public awareness about salmon conservation, our restoration work, and the Greenway more generally. • Leverage contacts made through volunteer and interpretive events, especially signature stewardship events and events with corporate groups, as opportunities to cultivate awareness of the Greenway into further engagement and support. 	

Key Partners

Government/Agencies: Snoqualmie Tribe, Tulalip Tribe, Yakama Nation, US Forest Service, WA Department of Natural Resources, WA State Parks, City of Duvall

Nonprofits/Community Groups: Washington Trails Association, Issaquah Alps Trails Club, Lake Sammamish UWRP, Friends of Lake Sammamish State Park, Conservation Northwest, Golden Bricks Events, ECOSS, QPOC Hikers, Latino Outdoors, Outdoor Asian, Maritime Washington NHA, Kubota Garden Foundation

Businesses: Visit Issaquah, Discover North Bend, Duvall Chamber of Commerce, Carter Subaru, AAA Washington



Goal: Partnerships

The Mountains to Sound Greenway Trust has been deeply committed to partnerships since our inception and have redoubled that commitment upon our designation in 2019 as the coordinating entity for the Greenway NHA. Through partnerships that span public, private, and nonprofit sectors, we have been able to preserve and steward the natural, cultural and historical resources of the Greenway NHA, interpret and share its rich history, heritage and culture, enhance our communities, and engage people as stewards. Each time we achieve a tangible outcome through collaboration, it forges stronger relationships and commitment to our shared purpose. We are dedicated to nurturing coalitions and collaborations among a wide array of partners so that we can continue to multiply our respective capacities and amplify our collective impact in the Greenway NHA.

Lead Program(s): Conservation & Partnerships, All Programs

Metrics & Milestones	FY26 Target(s)	Long-term Impacts
<ul style="list-style-type: none"> # and list of organizations with whom we actively collaborate on projects, programs, or activities # and list of multi-party coalitions and convenings that we facilitate or support # and list of organizations that we provide with financial support, technical assistance, or other capacity-building resources 	<ul style="list-style-type: none"> <i>At least 75 collaborators actively engaged in Greenway projects or programming.</i> <i>At least 8 coalitions and collaboratives facilitated.</i> <i>At least 5 organizations supported with financial or technical assistance.</i> 	<ul style="list-style-type: none"> Collaborators help deliver direct progress toward all our goals through the projects, programs and activities that we undertake together. Coalitions aggregate social capital and assemble collective capacity for achieving shared goals through coordinated advocacy and collaborative action. Capacity-building strengthens organizations who, in turn, can make greater contributions toward shared goals in the Greenway NHA.
Progress to date	FY26 Program Objectives	
<ul style="list-style-type: none"> Prior year tallies of collaborators, coalitions, and capacity-building. 	<ul style="list-style-type: none"> Develop and implement a partnership plan to ensure consistent coordination of established agency, business, and nonprofit partnerships, and inform priorities for new partner cultivation. Continue tribal outreach and engagement re projects and activities. Facilitate at least 8 coalitions, collaboratives and action teams that build networks of relationships and create fertile ground for collaborative contributions to all Greenway goals. Continue outreach and engagement with community-based organization to increase awareness of the Greenway NHA and to surface opportunities for collaboration on events, projects, and programming of mutual benefit. Celebrate partner achievements and contribution to the Greenway NHA through the Annual Dinner Celebration and other recognitions that reinforce and deepen commitments to our partnerships and shared vision for the Greenway NHA. Conduct every collaborative project, event, and activity in a way that strengthens positive relationships with partners and motivates further collaboration in the Greenway. 	



Appendix B. Strategic Dialogue Summary

Introduction

The Greenway Trust launched a strategic planning process in September 2024 with the aim of establishing a new strategic plan by June 2025. The first phase of the planning process was organized around a series of “strategic dialogues” during which members of the Board of Directors, staff, advisors and partners were invited to give input about opportunities and threats in the world around us, and about organizational strengths and weaknesses (i.e., a SWOT analysis).

Strategic Dialogues

During October and November 2024, a team of 5 volunteers from the Board facilitated five in-person dialogues, and one virtual dialogue. A total of 58 individuals participated in at least one of these dialogues, including 24 members of the Board of Directors, 19 staff, 4 advisors, and 11 people from partner organizations. An online survey invited input about opportunities, threats, strengths and weaknesses from individuals who were unable to participate in a strategic dialogue session. The 30 survey respondents included 8 members of the Board of Directors, 12 advisors, 1 staff person, and 9 people from partner organizations. Together, dialogue participants and survey respondents generated nearly 1400 comments to be considered.

Comments were collated and clustered by topics which were then summarized to create the following distillation of the SWOT analysis. Detailed comments associated with each topic summary are available for review in the accompanying spreadsheet.

Thank you to Danny Levine, Trevor Kostanich, Meredith Shank, Susan Carlson, and Sharon Linton for their leadership of the several strategic dialogues and their efforts to synthesize and summarize the wealth of input we received through the strategic dialogues and survey

Dialogues by the numbers:

6	Dialogues (plus survey)
86	Participants
30	Directors
16	Advisors
20	Staff
20	Partners
1353	Comments
435	Opportunities
381	Threats
291	Strengths
246	Weaknesses

Executive Summary of SWOT Inputs

<h3>Opportunities</h3> <p>The Mountains to Sound Greenway Trust has numerous and varied opportunities to expand its impact in the National Heritage Area (NHA). On the ground, the Trust can promote climate resilience, enhance trail connections, and lead land conservation while addressing urban restoration, forest health, and salmon recovery. In the NHA’s urban, suburban, and rural communities, the GW can expand efforts to increase public awareness, cultivate diverse audiences through storytelling, social media, and events, and educate and engage youth and families. Partnerships with tribes, universities, and private landowners offer avenues for collaboration, while leveraging the NHA designation can boost funding, advocacy, and sustainable tourism. Additionally, emerging technologies, growing regional population, and regional, national, global events such as the GW’s 35th Anniversary, 2026 World Cup, and 2027 ANHA annual meeting present unique opportunities to enhance conservation, recreation, and public engagement in the Greenway.</p>	<h3>Threats</h3> <p>The Mountains to Sound Greenway faces significant and multifaceted threats, with climate impacts identified as the most pressing issue, posing risks such as wildfires, floods, and heat that undermine conservation goals. Uncertainty in public/agency funding further jeopardizes the Greenway’s ability to sustain its operations, partnerships, and programs. Political polarization and anticipated policy shifts add to the strain by increasing competition for dwindling federal resources and potentially relaxing environmental standards. Recreation impacts, driven by population growth and overuse of public lands, degrade ecosystems and the user experience. Lastly, rapid development and sprawl in key areas threaten open spaces, emphasizing the urgent need for strategic planning and preservation efforts. These challenges highlight the necessity for adaptive strategies, strengthened partnerships, and proactive engagement with diverse stakeholders.</p>
<h3>Strengths</h3> <p>The Greenway Trust’s skilled and passionate staff, along with a diverse and knowledgeable 60+ member board, provide strong leadership and expertise across the Mountains to Sound Greenway National Heritage Area. The organization’s excellent reputation, rooted in the founding vision for bipartisanship and civility, core values of trust, integrity, and collaboration, has created a solid foundation for engaging partners and communities. The Trust’s successful fundraising strategies and positive workplace culture has ensured financial stability and team cohesion, while continued investment in Diversity, Equity, and Inclusion supports the organization’s ability to serve a growing, diverse population. By capitalizing on its role as a trusted convener, the GW unites stakeholders, amplifies its influence, and drives collaborative, multi-sector solutions to protect the Greenway NHA’s natural, cultural, and historic resources.</p>	<h3>Weaknesses</h3> <p>The Mountains to Sound Greenway National Heritage Area faces several critical weaknesses that could hinder its mission. Capacity constraints and funding challenges are the most pressing issues, with limited staff resources, aging donors, and a need for unrestricted funding straining organizational effectiveness. Weak brand awareness and a lack of board diversity limit regional recognition and inclusivity, while succession planning risks the loss of institutional knowledge. Addressing skill gaps in key areas, prioritizing goals, and enhancing partnerships are vital to strengthening the Greenway’s impact and resilience. Focused efforts on these priorities will ensure long-term success and sustainability.</p>

SWOT Input Summaries

Opportunities – 435 comments	Threats – 381 comments
<p>Opportunities on the Ground – 113 comments</p> <p>Habitat restoration (30 comments) High-visibility restoration projects for salmon recovery, forest health, and in urban greenspaces can catalyze broader efforts in potential focus geographies such as the Cedar River Watershed by attracting public support and engagement.</p> <p>Climate resilience and adaptation (21 comments) Messaging content/engagement opportunity: There is public interest in climate resilience and adaptation.</p> <p>Outdoor Recreation (21 comments) The Seattle area's population growth and the increasing enthusiasm for outdoor recreation provides opportunities for the Greenway to lead education around responsible recreation and stewardship while considering how to manage impacts on nature.</p> <p>Land conservation (14 comments) There is an opportunity for the Greenway to continue leading land conservation efforts due to the present positive funding environment and strong public desire to protect natural places.</p> <p>Trail Connections (14 comments) Trails and trail building offer an opportunity for the Greenway to build awareness and appreciation of important open-space connections within the Greenway.</p> <p>Transportation and infrastructure (9 comments) Transportation issues within the Greenway point to opportunities to examine the current and future infrastructure that provides access and is sustainable environmentally.</p> <p>Maintenance and Operations (4 comments) We have the opportunity to ensure funding for ongoing maintenance and operations of infrastructure we have helped build. (relates to advocacy opportunities)</p>	<p>Threats on the ground – 150 comments</p> <p>Climate impacts (55 comments) Climate change, with its devastating impacts of catastrophic wildfire, flood, drought, smoke, and heat, threatens the GW's ability to achieve its conservation and stewardship goals on both east and west sides of the Cascades</p> <p>Recreation impacts (37 comments) Population growth threatens the Greenway landscape and the Greenway Trust's mission. Recreational crowding and overuse of trails and public lands, as well as unmanaged off road/e-bike use, are negatively impacting the GW ecosystems, tribal treaty rights and user experiences. How land managers respond to these impacts could also have negative repercussions for access to the outdoors.</p> <p>Development/Sprawl (27 comments) Rapid development and housing pressures, especially in Kittitas and Snoqualmie Valley, are outpacing the GW's ability to protect open space.</p> <p>On the ground challenges and trade-offs (24 comments) Threats from aging infrastructure, diverse needs, and different management practices east and west of the Cascades, will require that the GW make pragmatic trade-offs to move forward.</p> <p>Reacting instead of planning (4 comments) The GW faces difficult, controversial land issues that will require proactive engagement in planning to resolve successfully.</p> <p>Invasive species (3 comments) Invasive species will continue to be a challenge to the GW's conservation goals.</p>

SWOT Input Summaries

Opportunities -- continued	Threats -- continued
<p>Opportunities In the Community – 111 comments</p> <p>Increasing public awareness/community engagement <i>(55 comments)</i> There are significant opportunities to increase public awareness of the Greenway and community engagement among both traditional audiences of focus and among new and more diverse audiences (urban, immigrant, youth and young adults) through events and activities, community engagement, programs, social media and public relations.</p> <p>Advocacy <i>(22 comments)</i> There are many opportunities for the Greenway to advocate for the landscape and support policies that will help sustain the Greenway going forward. This could include advocacy for Federal and state funding programs as well as participation in local and regional planning efforts such as comprehensive plans.</p> <p>Storytelling and interpretation <i>(18 comments)</i> There are many Storytelling and Interpretation opportunities especially as it relates to heritage and history in the Greenway, and to promoting the health and social benefits of getting outdoors.</p> <p>Engaging Youth <i>(16 comments)</i> Outreach, connection and education of youth and families can build current and future support for the Greenway.</p> <p>Partnerships and Collaboration Opportunities – 80 comments</p> <p>Partnership opportunities <i>(55 comments)</i> There are myriad opportunities to build and strengthen partnerships with organizations like Trailhead Direct, Green Duwamish, Cle Elum Ranger District, King County Parks, and the Department of Natural Resources, fostering collaboration across boundaries to support shared goals and effective land management. Universities, other NHAs, and private landowners are also potential new partners with whom interests may align.</p> <p>Engagement and collaboration with Tribes <i>(25 comments)</i> We have the opportunity to strengthen partnerships with local Native American Tribes by fostering collaboration on recreation impacts, land conservation, and forest management, while</p>	<p>Threats in the Community – 30 comments</p> <p>Lack of public awareness and understanding <i>(13 comments)</i> There continues to be limited awareness of the NHA and of the GW by the general public and many recreational users.</p> <p>Environmental fatigue <i>(6 comments)</i> Burnout among environmental supporters and advocates will challenge the GW's ability to raise funds and engage supporters.</p> <p>Lack of youth engagement <i>(5 comments)</i> The increasing difficulty of engaging youth threatens the GW's future which depends on next generation stewards.</p> <p>Irresponsible recreation <i>(4 comments)</i> A lack of understanding and unwillingness to adopt responsible recreation practices by some threatens the GW ecosystems and experiences of other users.</p> <p>Lack of access to nature <i>(2 comments)</i></p> <p>Partnership and policy threats – 105 comments</p> <p>Public/Agency funding <i>(55 comments)</i> Uncertainty around expected Federal Funding and likely reduced budgets will negatively impact the GW, the NHA, the GW partners and agencies that rely on federal funds. Ripple effects to the state may also increase pressure on state funding resources.</p> <p>Politics/Policy changes <i>(37 comments)</i> Political polarization, expected budget cuts, regulatory constraints and other pressures are expected to increase stress on the GW's mission and programs as more groups fight for the same federal \$ and environmental standards are relaxed. The GW needs to work regionally and build friends and advocates on King and Kittitas Councils.</p> <p>Turnover in partner orgs <i>(7 comments)</i> Increased staff turnover at Partner organizations is making it difficult to build relationships and trust.</p> <p>Tribal influence <i>(6 comments)</i> The Tribal Nations are growing in power and influence. This is both a potential threat and an opportunity.</p>

SWOT Input Summaries

Opportunities -- continued	Threats -- continued
<p>involving them in landscape management discussions and sharing data on trail use to address shared concerns and opportunities.</p> <p>Endogenous potentials (that we might create ourselves) – 84 comments</p> <p>Funding sources (26 comments) The Greenway can diversify and expand funding sources to support large-scale projects and to ensure long-term financial resilience. In addition to existing federal, state, and private funding, potential new sources include Climate Commitment Act funding, and corporate engagement. The Greenway also has opportunity to help fill gaps in environmental justice funding.</p> <p>Leveraging NHA Designation (20 comments) The National Heritage Area (NHA) designation offers the Greenway opportunities to strengthen partnerships, engage communities in advocacy and stewardship, raise awareness and resources, and promote sustainable, nature-based tourism to support Greenway cities' economies. It also reinforces the bridges we are building across the east and west halves of the Greenway.</p> <p>Collective Impact (17 comments) The Mountains to Sound Greenway fosters collective impact by sharing ideas and data, leveraging coalition capacity, building community, pursuing collaborative grant opportunities, and serving as a flexible nonprofit partner for federal agency projects.</p> <p>Maintaining and developing expertise on staff (13 comments) Greenway expertise in land conservation, restoration, land use, etc. positions us as a proactive leader in managing impactful projects. Professional development and succession planning with emerging young leaders can strengthen the Greenway's presence and impact for years to come.</p> <p>Expand the boundaries (5 comments) Expanding the Mountains to Sound Greenway could include extending northward toward Highway 2 in Snohomish County and southwest to encompass the Green-Duwamish region, broadening its reach and impact.</p>	<p>Endogenous threats (that could be of our own making) – 61 comments</p> <p>Economics of doing our work (16 comments) The increasing cost of doing the GW's work (both land acquisition and GW management and maintenance costs) threatens our progress.</p> <p>Greenway fundraising (15 comments) Fundraising, especially for unrestricted funds, is becoming more difficult.</p> <p>Organizational challenges (10 comments) Organizational challenges regarding Board/Staff succession planning and Partner coordination need improvement.</p> <p>NHA clarity of purpose and priorities (8 comments) Lack of clarity and communication of the GW and the NHA's mission and vision threatens long-term goals. Staff and partners perceive a possible mission creep and lack of focus. Board and Staff may need to review this and then clearly communicate vision and mission of the NHA to all stakeholders.</p> <p>Prioritization (or lack thereof) (8 comments) With so many opportunities and demands for our attention, we must be careful to avoid mission creep or over-extending ourselves. We must also keep focus on what is important so that we are not distracted by urgencies.</p> <p>Advocacy pitfalls (4 comments) Advocacy is needed to move GW mission forward yet needs to balance against competing interests of partners and other stakeholders.</p>

SWOT Input Summaries

Opportunities -- continued	Threats -- continued
<p>Board engagement (3 comments) The Greenway Trust’s uniquely large board has a long track record and leverageable capacity for positive influence and impact through their participation on committees, actions teams, and as individuals in their communities.</p> <p>Exogenous potentials (in the world around us) – 43 comments</p> <p>Positive Public Sentiment (12 comments) The Greenway is uniquely positioned to leverage its growing, urban population and strong local economy to advocate for conservation, engage new supporters, and meet the increasing demand for outdoor recreation while protecting open spaces.</p> <p>More people! (11 comments) Rapid population growth in the Greenway brings both challenges and opportunities, creating a larger audience for conservation messages and offering potential advocates, volunteers, donors, and supporters to engage in protecting and enjoying the Greenway.</p> <p>Election implications (9 comments) A new Commissioner for Public Lands brings opportunities to align with the Greenway's mission, potentially fostering renewed conservation efforts, equity, and tribal community focus, alongside new priorities, funding, and streamlined project timelines.</p> <p>AI and Technology (5 comments) Harnessing technology and AI offers the Greenway opportunities to enhance fundraising, improve conservation management, and support sustainable economic growth.</p> <p>e -bikes (4 comments) The rise in e-bike usage introduces a new group of participants to the Greenway, increasing trail use and expanding access to outdoor exploration for a wider audience.</p> <p>World Cup 2026 (2 comments) The 2026 World Cup presents a unique opportunity to attract new attention and interest in the Mountains to Sound Greenway NHA from a global audience.</p>	<p>Exogenous threats (in the world around us) – 34 comments</p> <p>Societal challenges (13 comments) Growing societal challenges (distrust, polarization, impact of Covid, the implication of AI...) threaten the GW mission.</p> <p>Population growth (11 comments) Population growth threatens the GW landscape and mission.</p> <p>Macroeconomics (10 comments) Rising housing costs and cost of daily living will make it more difficult to recruit staff and threatens GW funding.</p>

SWOT Input Summaries

Strengths – 291 comments	Weaknesses – 246 comments
<p>People strengths – 32 comments</p> <p>Staff (17 comments) The GW has built a skilled, dedicated, and enthusiastic staff team whose long-term and new members contribute leadership, expertise, and energy to achieving great work in the Greenway National Heritage Area.</p> <p>Board (12 comments) The Greenway Trust's 60+ member board brings diverse expertise, skills, and knowledge of the NHA landscape, history, culture, and the organization itself. Representing agencies, nonprofits, businesses, and regions from both sides of the mountains, the board offers varied perspectives to support and guide the GW's work into the future.</p> <p>Leadership (3 comments) The Greenway has a strong cadre of leaders on both the board and staff team who bring institutional knowledge and tenured expertise to running the organization and protecting the landscape.</p> <p>Organizational strengths - 82 comments</p> <p>Values and Culture (28 comments) The GW operates with core values of trust, pragmatism, service, compromise, and celebrating its partners' achievements. Our workplace and culture are grounded in inclusivity, integrity, shared vision, and results orientation. We welcome expression of diverse opinions and build consensus and collaboration among staff and coalition partners.</p> <p>Reputation/Brand (27 comments) The GW has cultivated a strong reputation and name recognition built on its core values, rich history, and lasting legacy since its founding in 1991.</p> <p>Fundraising (12 comments) The GW has maintained financial stability through successful fundraising for stewardship, restoration, trail projects, education programs, and effective management of unrestricted and loosely restricted funds. We raise and share resources with our partners.</p>	<p>People weaknesses – 101 comments</p> <p>Capacity Constraints and Skill gaps (37 comments) We are unbalanced in staff capacity versus our desired outcomes with tendency to say yes to all opportunities. We lack expertise in some areas that are pertinent to our mission, specifically in local/regional policy issues, cultural & heritage interpretation, and advocacy.</p> <p>Board engagement (20 comments) A weakness in our large Board size is getting engagement from all members and pulling out depth of knowledge from long term members.</p> <p>Succession planning (17 comments) Succession planning withing our Board and staff is a growing concern, and we could prioritize transferring knowledge to younger generations.</p> <p>Diversity of board and staff (16 comments) Our Board lacks the diversity of our geographical region. We are still primarily white and wealthy without much youth, tribal, or political diversity.</p> <p>Staff connections (11 comments) Post-pandemic, we struggle to build and maintain interpersonal connections among staff, especially between seasonal and year-round staff, and among staff and board members. Some ideas for improvement are creating a communication system and team of experts from the Board that staff have easier access to.</p> <p>Organizational weaknesses – 86 comments</p> <p>Brand awareness (27 comments) We are weak in brand awareness and clarity within our region. We could benefit from more aggressively sharing our accomplishments and creating a clearer and more unified PR message.</p> <p>Funding (23 comments) Funding remains challenging with aging core donors and growing need for unrestricted funding.</p>

SWOT Input Summaries

Strengths – continued	Weaknesses – continued
<p>DEI work (6 comments) The GW continues to invest in its Diversity, Equity and Inclusion work including internally with staff, externally with tribes, tribal consultant’s and diverse partners while acknowledging there is always more to learn.</p> <p>Management & Administration (6 comments) The GW leverages low overhead costs, streamlined operations through master agreements, and a focus on project metrics to effectively mobilize resources and demonstrate measurable positive impact in the NHA.</p> <p>Location, location, location (3 comments) The GW’s NHA geographic location within the Cascadia bioregion benefits from large, intact landscapes, and a relatively supportive cultural demographic within its growing population.</p> <p>Program strengths – 105 comments</p> <p>Programmatic strengths (39 comments) The GW offers a diverse range of programs to fulfill its mission in the NHA, including land acquisition and conservation, habitat and trail restoration, communications, interpretation, outreach, and comprehensive educational initiatives such as the Next Generation Stewards field trips for 4th and 5th graders and green career pathways internships for high school students.</p> <p>Convening/Facilitation (32 comments) The GW is widely recognized and respected for its role as a convener, valued for its ability to bring together diverse partners, stakeholders, and interest groups to facilitate projects and foster multi-sector, and cross-boundary collaborations.</p> <p>Events and experiences (12 comments) The GW provides a diverse array of events and experiences to engage the public including large volunteer events such as National Public Lands Day and the annual Tree Planting Celebration, Explore the GW interpretive experiences, and smaller guided field activities that offer participants and donors firsthand insight into the GW’s mission and achievements in the NHA.</p>	<p>Organizational Identity (11 comments) Our organizational identity is not regionally clear as more opportunities arise, and we can easily become a jack of all trades. Should we focus more as a convener for long term planning or a contractor for project delivery?</p> <p>Business systems (7 comments) Our aging operational systems are slowing our desired growth. Data management and reporting could be upgraded to better match our desired size and impact.</p> <p>Internal communications and coordination (5 comments) We can improve our internal communications so staff have better clarity of what all is happening within our organization and reducing potential redundancies.</p> <p>Organizational resiliency (5 comments) We can strengthen our organizational resiliency to political instability, staff (especially seasonal) turnover, and new technologies such as AI.</p> <p>Measuring our impact (4 comments) We are weak at measuring our impact and could create metrics that helps us better track results.</p> <p>Compensation (4 comments) We struggle to compensate staff adequately in our high cost of living region. Possibly inquire directly with staff on creative compensation alternatives to improve their work/life balance.</p> <p>Program weaknesses – 22 comments</p> <p>Prioritization (14 comments) As we take on more diverse projects, we are potentially diminishing our impact and could improve by prioritizing our goals.</p> <p>Volunteer engagement (4 comments) We can be stronger in cultivating and managing non-field volunteers.</p> <p>Bridging East-West (4 comments) While we are growing our east side presence, we are still weak in bridging east/west coordination and collaboration within the Greenway.</p>

SWOT Input Summaries

Strengths – continued	Weaknesses – continued
<p>Broad scope within focused geography <i>(9 comments)</i> The GW NHA's main watersheds define the geographic context for implementing and adapting a comprehensive range of strategies, programs, and projects essential for ensuring the long-term stewardship and sustainability in the NHA.</p> <p>Institutional knowledge <i>(7 comments)</i> The GW is a trusted leader with decades of expertise in the NHA landscape and its ecosystems and the network of people and organizations that support it.</p> <p>Project management <i>(6 comments)</i> The GW oversees numerous, complex, on-the-ground projects which focus technical expertise, cross-program collaboration, and consistently delivering high-quality project outcomes.</p> <p>Partnership strengths – 72 comments</p> <p>Partnerships/Relationships/Collaboration <i>(59 comments)</i> The GW has cultivated an extensive and diverse network of partners over decades of relationship and trust building, uniting stakeholders around common goals, and energizing multisector partners to collaborate. This enduring effort continues to strengthen a robust coalition of organizational, agency, and business partners - demonstrated by the GW's annual dinners -- and which continues to move the GW's work in the NHA forward.</p> <p>Positively influencing others <i>(10 comments)</i> The GW honors the spirit and successes of volunteers, builds political support, and connects decision-makers to local impacts. It encourages officials in Olympia, Seattle, and Cle Elum to invest in its mission, linking policies to real-world projects and outcomes.</p> <p>Tribal relations <i>(3 comments)</i> Relationships with Tribes develop at the “speed of trust”, the GW has built trusting relationships with some tribes and tribal members, and this slow, mindful, and nuanced work continues with other NHA tribal partners.</p>	<p>Partnership weaknesses – 28 comments</p> <p>Partnerships <i>(17 comments)</i> With such a large partnership coalition, we can improve our impact by taking the lead and activating partners who are more pertinent to desired outcomes in projects. Partnerships could strengthen with tribes and with Kittitas County.</p> <p>Public Engagement <i>(11 comments)</i> We can improve public engagement for our environmental education and stewardship programs and expand our audience by engaging with more diverse demographics such as disenfranchised communities, recreational businesses, and younger adults.</p>

Mountains to Sound Greenway Trust
Strategic Plan
Approved by the Board of Directors on June 11, 2025