

Mountains to Sound Greenway Trust

STRATEGIC PLAN

2020-2025



We believe that when we are connected with nature, our lives are better.

We are healthier and happier, and our communities are stronger, more equitable, and more resilient. At the core of our mission, we strive to enhance connections to nature for all people.

MISSION

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

VISION

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 promotes a healthy and sustainable relationship between people and the land by holistically balancing built and natural environments. The Greenway 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 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.

GOALS AND OBJECTIVES

The Greenway Trust is committed to achieving long-term, overarching, and interdependent goals for the Greenway landscape, the people who share it, and the connections between them. Faced with dramatic regional growth, societal shifts, and the consequences of a changing climate, the Greenway Trust places special emphasis on several objectives that are the focus of our work under this Strategic Plan.

LANDSCAPE

Greenway lands, waters, and wildlife are ecologically healthy and resilient.

- Improve ecological health and function through stewardship of natural lands and public open spaces.
- Enhance habitat connectivity through our support of public land acquisition and infrastructure design.

CONNECTIONS

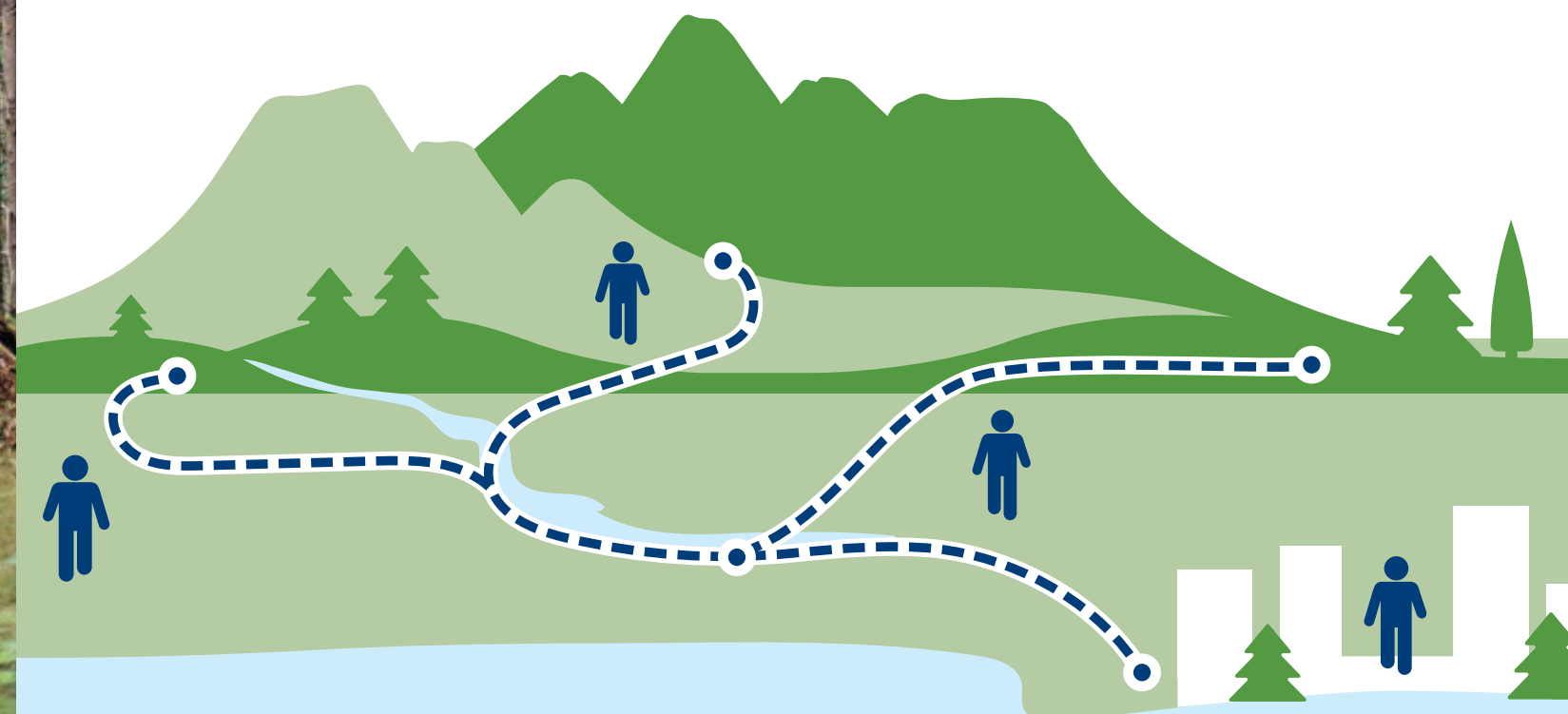
Nature and outdoor experiences are accessible for all people across the Greenway.

- Utilize a holistic, cross-sector approach to integrate outdoor recreation, habitat restoration, wildlife habitat connectivity, and economic development.
- Facilitate community connections to the landscape through trails, transit access, and infrastructure design.

PEOPLE

The region's diverse communities value and benefit from the Greenway landscape.

- Engage and empower local leaders to foster partnerships for collaborative conservation and enhancement of the Greenway.
- Engage people from all backgrounds and all ages as stewards of the Greenway through environmental education, interpretation, volunteerism, community events, and organizational partnerships.



STRATEGIC COMMITMENTS

We actively commit to strategies that reinforce our core competencies and strengthen the capabilities we need to fulfill our purpose, mission, and vision in a fast-changing world. We have infused these commitments throughout our work. Our Strategic Commitments are:



COALITION CAPACITY-BUILDING FOR IMPACT

- Build relationships and coalitions with tribes, Black and Indigenous communities, people of color, and others whose interests are underrepresented in the Greenway coalition.
- Lead coalitions that include diverse voices and perspectives with public land management agencies; elected officials; business representatives; and conservation, recreation, and historic preservation interests to conserve public lands, connect regional trails, and advocate for public and private investment in stewardship of the Greenway.



CLIMATE ACTION AND RESILIENCY

- Improve landscape and watershed resiliency and carbon storage through habitat protection, restoration, and stewardship.
- Leverage the Greenway Trust’s influence to be an advocate for positive climate action in our coalition and communities.



DIVERSITY, EQUITY, AND INCLUSION

- Expand participation in our programming and diversify our partnerships, Board of Directors, and staff to better reflect the racial, ethnic, geographic, generational, and economic diversity of people in the region.
- Prioritize environmental justice and equity considerations in our projects and programming.



GROWING THE GREENWAY COMMUNITY

- Increase public awareness of, participation with, and support of the Greenway through the implementation of a comprehensive marketing and communications strategy.
- Engage corporate champions throughout the region to raise the profile of the Greenway through those corporations’ areas of influence.



Photo by Tywen Kelly



Photo by Tywen Kelly

PRIORITY INITIATIVES

The Greenway Trust pursues our Goals and Objectives by engaging in a wide variety of projects and partnerships across the Greenway landscape. We organize our work around five Priority Initiatives, where we will focus strategies and investment to make progress toward Initiative-specific Goals. These Initiative-specific Goals represent outcomes and impact we aspire to achieve in different parts of the Greenway and serve to contribute to our overall objectives. Alignment between Initiative-specific Goals and our overall Objectives reinforces the unity of our work. Distinctiveness of Initiative-specific Goals reflects some of the unique character and needs in different parts of the Greenway. For each Initiative, we develop annual business (tactical) plans that identify and prioritize Strategic Actions that will yield progress toward our Initiative-specific Goals, and that we can commit to pursuing each year given staffing and budget capacity.

NATIONAL HERITAGE AREA (NHA) COORDINATING ENTITY

- **Landscape** - Ensure sustainable stewardship of the natural, cultural, and historical resources that characterize the Greenway landscape by leveraging our NHA status, deepening relationships with tribes, and engaging with historical societies and the tourism sector.
- **Connections** - Promote and create inclusive opportunities for residents and visitors to experience and learn about Greenway heritage through brand awareness, resource sharing, public engagement, and the development and implementation of the NHA Cooperative Management Plan.
- **People** - Broaden support and advocacy for the Greenway by empowering people of racial, ethnic, geographic, generational, and economic diversity to share their stories of the Greenway and participate in preserving its heritage.

URBAN COMMUNITIES

- **Landscape** - Conserve and enhance urban green spaces to create more nature-rich communities in the Greenway.
- **Connections** - Broaden and deepen connections to outdoor spaces through individual, community, and organizational partnerships and collaboration.
- **People** - Engage people from all backgrounds and all ages in stewardship of urban green spaces and trails through education, outreach, neighborhood events, and community and organizational partnerships.

SNOQUALMIE RIVER VALLEY

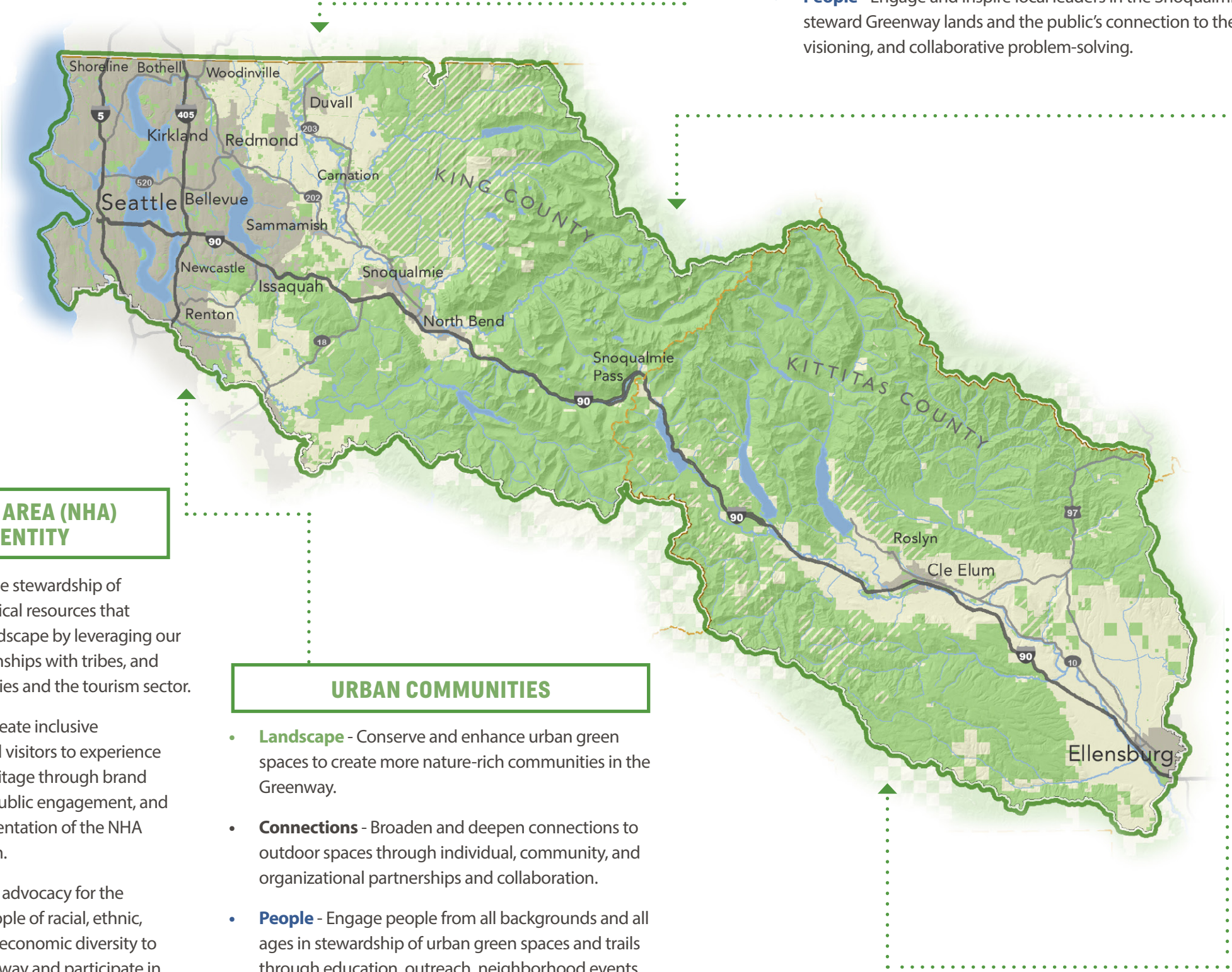
- **Landscape** - Prioritize and support conservation of natural lands and open spaces that have direct connections to communities and historic sites in the Snoqualmie Valley.
- **Connections** - Develop a vision for and build a community-connected network of trails, transit, and experiences that enhance access to the Snoqualmie Valley's open spaces.
- **People** - Engage and inspire local leaders in the Snoqualmie Valley to foster increased capacity and commitment to steward Greenway lands and the public's connection to them. Model successful coalition management, region-wide visioning, and collaborative problem-solving.

MIDDLE FORK SNOQUALMIE VALLEY

- **Landscape** - Protect the Middle Fork Valley's ecological health by focusing on maintenance and operations of long-lasting recreational facilities, watershed stewardship, and land acquisition.
- **Connections** - Lead a campaign for public and private funding to complete recreational infrastructure that supports low-impact use in the accessible lower Middle Fork Valley while limiting recreational development in the backcountry.
- **People** - Educate visitors on how to sustainably and safely recreate in the Middle Fork Valley while respecting and preserving the area's ecological and cultural values.

UPPER YAKIMA BASIN

- **Landscape** - Engage in land and watershed health strategies that value and protect the natural character of Kittitas County as it grows and develops.
- **Connections** - Support initiatives that take a holistic landscape-scale approach to recreation, restoration, and economic development, and that reflect local interests and needs.
- **People** - Provide leadership and support to regional non-profits and local governments with the goal of increasing local capacity to steward natural resources, build solutions that support communities, and attract public-private investments.



VALUES

Who we are and how we interact with others are as important as what we do.



SPECIAL CONSIDERATIONS

The COVID-19 pandemic emerged when we were midway through the process for developing this Strategic Plan. Greenway Trust operations were profoundly disrupted, as were those of our partners and so many other organizations, and there is still considerable uncertainty about how long and in what ways we will be impacted by the pandemic. Then, the murders of George Floyd, Breonna Taylor, and Ahmaud Arbery made it impossible to ignore the injustice of violence against Black people in America, and the persistent and pervasive institutional racism in our society. The Greenway Trust needs to be a better partner by examining and improving our own organization, and using our privilege and capabilities to contribute toward a more just and equitable society. Amid these profound and shared societal challenges, we remain committed to our mission and are motivated by the aspirations of this Strategic Plan. Our commitments to diversity, equity, and inclusion are all the more urgent. We will have to be nimble and adaptable in terms of how we work and the pathways we may follow as the pandemic continues. Through it all, we will be guided by this Strategic Plan and our steadfast values.