



**THE  
INTERTWINE  
ALLIANCE  
BUSINESS PLAN**

March, 2011

# THE INTERTWINE ALLIANCE

40 Mile Loop Land Trust ■ **Audubon Society of Portland** ■ **Barlow Trail Association** ■ Battle Ground School District ■ Benchmark Consulting ■ Bicycle Alliance of Washington ■ Bicycle Transportation Alliance ■ Bike Me! Vancouver ■ BikePortland.org ■ Bonneville Power Administration ■ Boring-Damascus Grange ■ Bureau of Land Management ■ C-Tran ■ Cedar Lake Research Group ■ City of Battle Ground ■ City of Beaverton ■ City of Camas ■ City of Cornelius ■ City of Damascus ■ City of Durham ■ City of Fairview ■ City of Forest Grove ■ City of Gladstone ■ City of Gresham ■ City of Happy Valley ■ City of Johnson City ■ City of Lake Oswego ■ City of Milwaukie ■ City of Oregon City ■ **City of Portland Bureau of Environmental Services** ■ City of Ridgefield ■ City of Sherwood ■ **City of Tigard** ■ City of Troutdale ■ City of Tualatin ■ City of Vancouver ■ City of Washougal ■ **City of West Linn** ■ City of Wilsonville ■ City of Wood Village ■ Clackamas County ■ Clark College ■ Clark County ■ Clark County Bicycle Advisory Committee ■ Clark County Executive Horse Council ■ Clark County Health Department ■ Clark County Public Works ■ Clark County Running Club ■ Clark Public Utilities ■ Clark Regional Wastewater District ■ **Clean Water Services** ■ Columbia County ■ **Columbia Land Trust** ■ Columbia Slough Watershed Council ■ **Columbia Sportswear** ■ Columbia Springs Environmental Education Center ■ Community Choices ■ Community of Boring, Oregon ■ **Cycle Oregon** ■ David Douglas School District ■ Discovery Walk ■ Ecology in Classrooms and Outdoors ■ Education Northwest ■ **Entercom** ■ Environmental Education Association of Oregon ■ Evergreen School District ■ Forest Park Conservancy ■ Fort Vancouver National Historic Site ■ Friends of Clark County ■ Friends of Fanno Creek ■ Friends of Jackson Bottom ■ **Friends of Outdoor School** ■ Friends of Tryon Creek ■ Friends of Tualatin River ■ Gateway Green ■ **Hillsboro Parks & Recreation** ■ Institute for Natural Resources, Portland ■ John Inskeep Environmental Learning Center – Clackamas Community College ■ **Johnson Creek Watershed Council** ■ **Kaiser Permanente** ■ **KEEN Footwear** ■ Lloyd District Transportation Management Association ■ Lower Columbia River Estuary Partnership ■ Lower Columbia River Water Trail ■ **Metro** ■ **Molalla River Alliance** ■ Monaco Hotel ■ Mt. Hood Community College ■ Multnomah County Drainage District ■ Multnomah County Health Department ■ Multnomah Education Service District ■ **National Park Service** ■ Natural Resources Conservation Service - Oregon ■ **Nelson Nature Photography** ■ Nike ■ Northwest Earth Institute ■ Northwest Regional Education Service District ■ **Northwest Trail Alliance** ■ **npGreenway** ■ **ODS** ■ OMSI ■ Oregon Department of Fish and Wildlife ■ **Oregon Parks and Recreation Department, Valleys Region** ■ Oregon Zoo ■ OSU ■ Extension 4-H Youth Development Program for Clackamas County ■ Parks Foundation of Clark County ■ Partners for a Sustainable Washington County Community ■ Port of Portland ■ Port of Ridgefield ■ Port of Vancouver ■ Port of Washougal ■ Portland Bureau of Transportation ■ **Portland General Electric** ■ **Portland Parks and Recreation** ■ **Portland Parks Foundation** ■ Portland State University ■ Portland SWTrails Group ■ Portland Water Bureau ■ REI, Inc. ■ Remmers Consulting ■ Salmon Creek Watershed Council ■ Sierra Club ■ SOLV ■ Sullivan’s Gulch Corridor Trail Committee ■ SW Washington Regional Transportation Council ■ Swan Island Transportation Management Association ■ The Natural Step Network ■ The Nature Conservancy ■ **The Trust for Public Land** ■ Travel Oregon ■ Travel Portland ■ **TriMet** ■ **Tualatin Hills Park & Recreation District** ■ Tualatin Hills Park & Recreation District Trails Advisory Committee ■ Tualatin River National Wildlife Refuge ■ Tualatin Riverkeepers ■ **U.S. Fish and Wildlife Service** ■ University of Portland ■ **Urban Greenspaces Institute** ■ US Bank ■ Vancouver Bicycle Club ■ Vancouver Lake Watershed Partnership ■ Vancouver School District ■ **Vancouver Watersheds Council** ■ **Vancouver-Clark Parks & Recreation Dept** ■ Villages of Mount Hood ■ Wallis Engineering ■ Washington County ■ Washington County Bicycle Transportation Coalition ■ Washington County Board of Commissioners ■ Washington Department of Fish and Wildlife ■ Washington State Department of Natural Resources ■ Washington State Department of Transportation ■ Washington State Parks ■ Washington State Recreation and Conservation Office ■ Washington State University ■ Washington Water Trails Association ■ Wetlands Conservancy ■ Wolfree, Inc. ■ World Forestry Center

Many organizations have contributed to our success to date. Organizations listed in **bold** have signed-on as formal Intertwine Partners and are the foundation of The Intertwine Alliance.

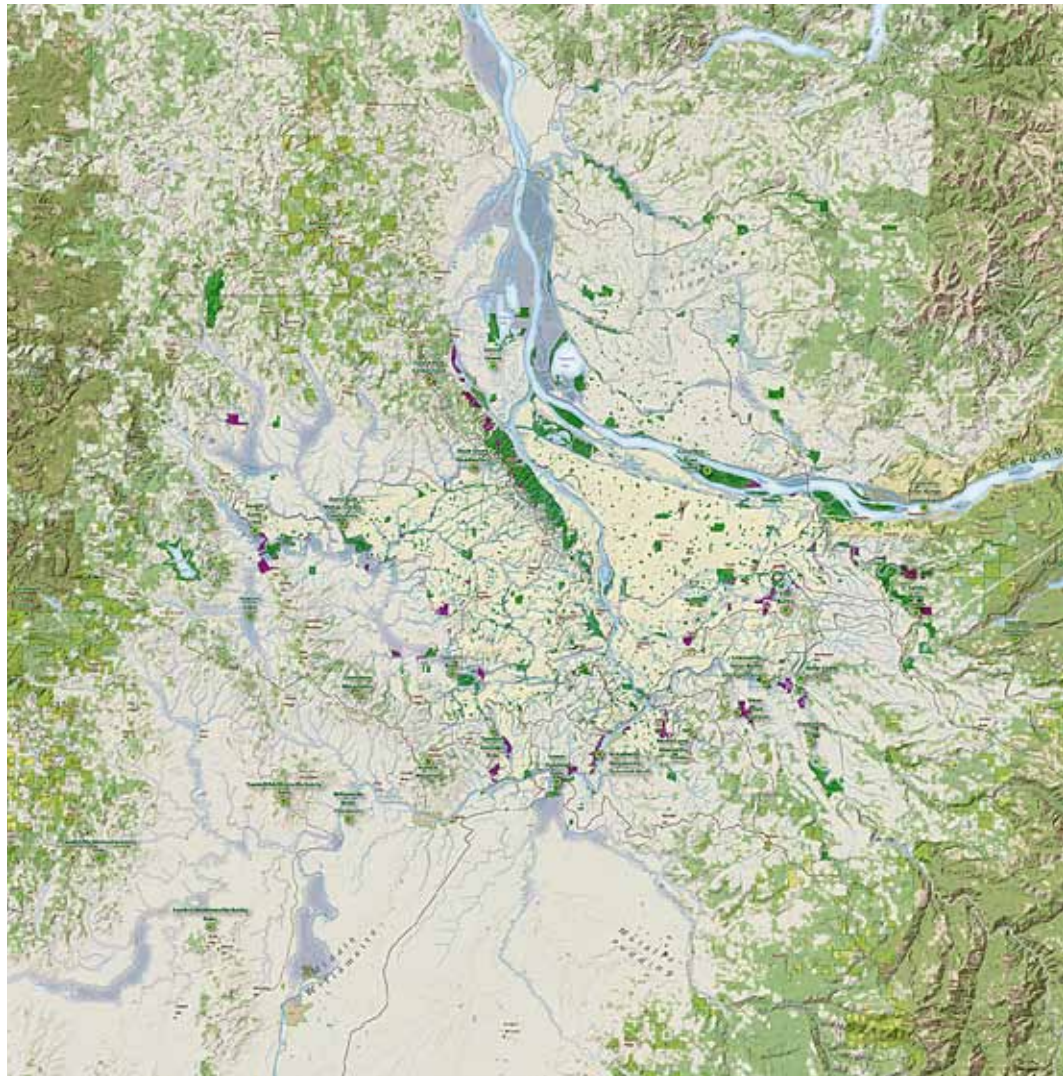
## **“THE INTERTWINE” and “THE INTERTWINE ALLIANCE”**

The two terms are used throughout this plan.

**“THE INTERTWINE”** refers to the region’s network of parks, trails and natural areas.

**“THE INTERTWINE ALLIANCE”** is a broad coalition of strong and independent organizations working to build and protect the region’s network of parks, trails and natural areas and to create opportunities for residents to connect with nature.

## **THE INTERTWINE**



This map shows the geography of the present-day Intertwine. Someday, residents will be able to travel throughout the region on an interconnected network of parks, trails and natural areas.





Upper left: Dan Miller, National Park Service's Rivers and Conservation Assistance Program, unveils Bi-State Regional Trail Plan. Upper right: Preparing for Intertwine Alliance meeting in Vancouver, Washington. Bottom photo: Urban Ecoroof Workshop, Portland Bureau of Environmental Services. Photos M. Houck



March, 2011

Dear Intertwine Stakeholder,

We in the Portland – Vancouver region have long understood the enormous potential of integrating nature into our urban environment. We have held that our bi-state region could be a qualitatively different kind of place and that how we work, travel, live and play could be far richer if we can achieve such an integration. The wisdom of such an approach has never been clearer and our region is already reaping substantial benefits from our efforts to date. Nonetheless, significant challenges remain:

- We have made great strides in acquiring and protecting thousands of acres of precious natural area land as a refuge for wildlife and for enjoyment by this and future generations but at least half remains threatened by invasive weeds, wildfire, and/or overuse.
- Many residents, particularly in low income areas, do not have parks, trails and natural areas near where they live and work.
- At current rates of investment, it will take more than 190 years to complete a basic regional trails network to support biking and walking. The vision of an interconnected parks and trails network embraced by our region more than one hundred years ago, as articulated by John Charles Olmsted, has not been fulfilled and we are not on a trajectory to fulfill it anytime soon.
- Our children are increasingly disconnected from nature, which deeply impacts their health and understanding of the natural world.

We do not believe these challenges will be addressed, and our vision fulfilled, if we merely continue current approaches. Rather than accept the status quo, we have challenged ourselves to think in new ways about how we approach the integration of the natural and built environments in the Portland-Vancouver metropolitan region. As a result, we have created and launched a fundamentally different kind of initiative: The Intertwine Alliance. The Alliance is not a government program or a project of any one nonprofit. Rather, it is collectively “owned” by all who wish to participate. This dynamic, collaborative approach

has attracted many organizations and leaders that had not previously been involved in regional park, trail and conservation work. The initiative has become orders of magnitude larger and more powerful than anything attempted before.

We are engaging residents at a much deeper level, encouraging them to explore nature near where they live and work and to become more active stewards. We are working together in new ways to set clear, strategic priorities and to leverage each others' strengths to implement those priorities more efficiently. We are developing and implementing strategies to increase investment in parks, trails and natural areas as a way to deliver crucial environmental, economic, educational, transportation, recreation and public health outcomes.

The Intertwine Alliance is based on the proposition that if we are truly going to create a world-class region where the built and natural environment are integrated, it is going to take more than business as usual—it will take a movement. Our objective is to change the paradigms around the way we invest in our communities. This document presents our strategy.



Mike Wetter, Intertwine Executive  
The Intertwine Alliance



**Our Mission:** The Intertwine Alliance creates and implements collaborative branding, strategy, communications, advocacy, networking, research and programming in order to expand and protect The Intertwine and to empower and enable the success of its partners.

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*This document loosely follows the format of a standard business plan, with a description of the product, features and benefits, personnel and financials. However, there are significant departures from conventional business plan content in places. For the benefit of those readers who are accustomed to more conventional business plans, we have added to headings (in brackets) the business terms that might be found in a more traditional business plan.*



Artist rendering of Intertwine sign for neighborhood location, courtesy of SeaReach Ltd.





Upper left: Family outing on Holgate Channel, Ross Island Paddle. Upper right: Young naturalist exploring Oaks Bottom Wildlife Refuge. Bottom photo: Springwater on the Willamette Trail. Photos M. Houck



## THE INTERTWINE (the product)

### THE INTERTWINE: OUR REGION'S NETWORK OF PARKS, TRAILS AND NATURAL AREAS

The Intertwine is our connected network of parks, trails and natural areas in the Portland, Oregon and Vancouver, Washington metropolitan region. The Intertwine includes public plazas such as Pioneer Courthouse Square and Esther Short Park; small multi-use neighborhood parks; large multipurpose community parks; pocket-size contemplative spaces; soft surface trails that meander unobtrusively through wetlands in forests; paved multipurpose recreational and commuting trails; and both small and large natural areas.

All of the parks, trails and natural areas in the region are considered part of The Intertwine. In fact, in the broadest of terms, The Intertwine is the intersection of the built and natural environment in the Portland-Vancouver metropolitan region. It is our waterways, our buttes, our wildlife refuges and our natural areas combined with our trails, boat ramps, parks, buses, trains, benches and beaches. The Intertwine is accessible to everyone, regardless of physical ability, and equitable in providing experiences of nature to all of the region's neighborhoods. It provides opportunities for a diversity of interests and cultural preferences. The Intertwine exists now, but continues to grow over time.

M. Houck



#### THE INTERTWINE now includes:

**1,250 miles** of designated bicycle and pedestrian trails,  
**12,000 acres** of developed parks and  
**24,000 acres** of publicly-owned natural areas.

The Intertwine receives an estimated  
**8.3 million user visits** each year.





“WE ENVISION AN EXCEPTIONAL, MULTI-JURISDICTIONAL, INTERCONNECTED SYSTEM OF NEIGHBORHOOD, COMMUNITY, AND REGIONAL PARKS, NATURAL AREAS, TRAILS, OPEN SPACES AND RECREATION OPPORTUNITIES DISTRIBUTED EQUITABLY THROUGHOUT THE REGION. THIS REGION-WIDE SYSTEM IS ACKNOWLEDGED AND VALUED HERE AND AROUND THE WORLD AS AN ESSENTIAL ELEMENT OF THE GREATER PORTLAND-VANCOUVER METROPOLITAN AREA’S ECONOMIC SUCCESS, ECOLOGICAL HEALTH, CIVIC VITALITY AND OVERALL QUALITY OF LIFE.”

– GREENSPACES POLICY ADVISORY COMMITTEE, 2005  
THE INTERTWINE ALLIANCE, 2011



Runners on Tualatin River Bridge between Tigard’s Cook Park and Tualatin’s Community Park. Photo D. Schouten

# WHY DOES THE INTERTWINE MATTER? (the benefits)

The Intertwine Alliance supports increased investment in parks, trails and natural areas. Here are nine ways that completing The Intertwine creates a return on our investment and makes the region a better place to live:

**GET AROUND.** When The Intertwine is complete, you will be able to safely travel throughout the region on an interconnected network of on-street and off-street routes. Take your travel mode of choice—walk, run, bicycle, skate, paddle—the routes will connect where you live with where you work, shop and play and will be completely integrated with transit. Many of the routes will be special greenways that offer a refreshing experience of nature and are entirely separated from traffic.

According to methodology developed by the National Rails to Trails Conservancy, an increase in trips taken by bicycle from 10% to 25% would have an economic value of \$439 million in annual health care savings and carbon sequestration.

**EXPLORE NATURE.** With The Intertwine, you don't have to drive an hour and a half to have a truly remarkable outdoor experience. You can explore wilderness trails, visit wildlife refuges, paddle rivers and waterways, walk a riverside esplanade, or ride single track trails on your mountain bike. You can picnic in the park, toss a Frisbee, or just sit on a park bench in the sun. While you can do these things now, when the Intertwine is complete, you will

have many more options, closer to where you live and work. Everyone will have access to parks, trails and natural areas within a quarter-mile of their home.

**VIEW WILDLIFE.** As we complete The Intertwine, the region's most important native habitats, which are now seriously threatened, will be restored and protected. The region will continue to be home to bald eagles, peregrine falcons, and great blue heron. Deer and elk will still roam our urban forests. Tall stands of Douglas fir and oak woodlands will remain features of the region as habitat for wildlife and as places for us to get away from the stress of everyday life.

**LEARN AND GROW.** The Intertwine is a fascinating natural classroom and The Intertwine Alliance is working to strengthen conservation education offerings in the region so that residents of all ages can enrich their lives through knowledge of the natural world around them.

**ENJOY CLEAN AIR AND WATER.** One of the things that most distinguishes this region from other places is our clear running rivers and streams and our abundance of green. These features provide for our most fundamental needs. We intend to keep it that way.

**SAVE MONEY.** The Intertwine serves as the region’s green infrastructure – a kind of natural utility. It sequesters greenhouse gases, manages storm water, and controls flooding. Add trails, and The Intertwine serves our transportation needs as well. Recreation? Compare the cost of a video game console to a game of catch in the park. The truth is, our native ecosystem can provide a range of services much more cheaply than pipes, treatment plants and roads, essentially lowering our utility, transportation and entertainment bills!

**BE HEALTHY.** It’s no secret that the nation faces a health crisis. American’s lack of physical exercise is leading to a variety of health conditions including hypertension, cancer, heart disease, diabetes, and obesity. Studies show that the built environment is a key factor: residents of communities that are built to encourage and support physical activity are healthier. The region is already, at least in relative terms, a pretty active place, but when The Intertwine is complete, it will be far easier, more enticing, and safer to be physically active than it is today.

According to a study by Alta Planning + Design and EcoNorthwest, homes in close proximity to The Intertwine are more valuable. This effect creates an estimated \$210 million in added property value in Multnomah County alone.

**LOVE WHERE YOU LIVE.** The Intertwine is about nature, but it also improves our communities. When The Intertwine is complete, travel by bike, foot or transit will increase, encouraging a diverse mix of housing, shopping, restaurants, workplaces, and recreation in convenient proximity. Residents who walk, ride or take transit tend to patronize small, community-based businesses, which leads to a dynamic community environment. Natural amenities will make our homes more valuable or help them hold their value better and improve our neighborhoods, regardless of where in the region you live.

**PROSPER.** As The Intertwine is completed, it will continue to attract companies to the region and help existing firms attract and retain top talent. It will help lower health care costs, thereby giving local employers a cost advantage. As The Intertwine is completed, it will become ever stronger as a visitor draw. Some will take day trips to the area’s parks or wildlife refuges. Others will come specifically for cycling adventures, such as riding The Intertwine’s trail network to the coast, the Columbia Gorge or into the Cascade Mountains.

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“Few cities share our values and commitment to a healthy, outdoor lifestyle like Portland. We could not be happier to be here.”

– Bill Berta, CEO, Hi-Tec USA, on announcing move of US corporate headquarters to downtown Portland, *The Oregonian*, Oct.10, 2010.

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## THE INTERTWINE ALLIANCE (the innovation)

Many of the region's most prominent organizations and civic leaders have joined forces behind a new kind of organization, one that can generate the excitement and momentum necessary to achieve our region's long-standing plans for integrating nature with the built environment.

Public and nonprofit leaders find that their organizations have more clout as part of the Alliance than working individually. The Alliance helps them better reach and engage residents, leverages their programs with others to deliver more value per dollar invested, and helps increase funding available for parks, trails and natural areas.

Private companies find that they can invest in a strategic approach to health and the environment that leverages their investment many times over. They appreciate the exposure to and opportunity to support a broad network of civic-minded organizations and leaders.



The Springwater Trail connects Portland, Gresham and Boring. It is a good example of multi-jurisdictional collaboration. Photo M. Houck.



Metro's recently opened Graham Oaks Nature Park in Wilsonville includes The Intertwine logo on signs. Photo J. Galick

Members of the public find that The Intertwine Alliance unlocks hidden connections to nature throughout the Metro region, helping them wayfind parks, trails and natural areas that they can enjoy every day, as routes to work, or avenues for play or learning. The Alliance also connects them with organizations that are aligned with their values and interests.

In developing The Intertwine Alliance, the focus has been on creating a strong and dynamic coalition. Structures and operating procedures have been adopted only to the degree necessary to support coalition effectiveness. Intertwine Alliance staff exist to build, enable and empower the coalition. A nonprofit foundation, due to be launched in June 2011, is explicitly chartered to serve the coalition's ends. The emphasis has been not to add to the region's array of nonprofits, but to create a fundamentally new kind of entity that can strengthen its partners and make new funding and resources available to them.

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“The time for talk is over. Now we must act. Only one question remains. How are we actually going to manifest this vision for civic health? The answer is The Intertwine Alliance.”

– Jonathan Nicholas, Vice President of Marketing, ODS

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# WHAT MAKES THE INTERTWINE ALLIANCE DIFFERENT?

## SEVEN PRINCIPLES THAT DISTINGUISH OUR WORK

The Intertwine Alliance is not just another nonprofit organization; it is a new way of doing business. The Alliance is founded on seven principles:

**1. TO CONNECT.** We create forums to share information and expertise including networking events and an online community. By sharing information and better integrating our work, we leverage organizational strengths and resources to achieve the greatest impact.

**2. TO BE INCLUSIVE.** Our strength is in our coalition. We ensure a seat at the table for those who are interested and willing to contribute. While we recognize that not every organization can be involved in every decision, our door is always open and we work towards consensus on major decisions.



Vancouver-Clark Parks, Vancouver Mayor Tim Leavitt (left), and community partners celebrate opening of the Burnt Bridge Creek Trail. Photo K. Puntney

**3. TO BUILD THE CAPACITY OF COALITION PARTNERS.** The purpose of the coalition is to integrate, not duplicate; we are a conduit for new resources rather than a new competitor for existing funds. The Alliance only performs those tasks that require a coalition or the integration of information or plans. Everything else is left to the partners in the coalition themselves, ensuring that we help build their capacity. The Alliance leverages the work that local, regional, state and federal government agencies and nonprofits are already doing.

**4. TO KEEP A SMALL FOOTPRINT.** Rather than hire staff and rent office space, Alliance partners pitch in and get the work done mostly with existing staff. This arrangement works because Intertwine partners recognize that the work they do for The Intertwine is an effective way to achieve their organization's mission.

**5. TO BRING IN MORE MONEY.** The Intertwine Alliance is effective at bringing in new investment because it is able to present clear regional priorities, better leverage funds and help build collaborative strategies for implementation. Investors have confidence that their funds achieve optimal results.

**6. TO MAKE THE MOVEMENT VISIBLE.** We have established a brand and the collective energy that makes it clear there is a movement afoot. By banding together behind a unified banner (The Intertwine) we attract new notice from policymakers, funders and the residents of the region.

**7. TO COLLABORATE.** The Alliance adds value by bringing organizations and information together in new ways. For example, The Intertwine Alliance is helping bring together years of conservation planning work into an integrated regional conservation plan. The Alliance is helping integrate parks and trail data, transit information and information about restaurants, lodges and art galleries into a single, searchable website. If a project requires integration or a coalition, the Alliance is likely the right organization for the job.

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“Being part of the Alliance is making us stronger. We are making progress on both the regional and the national stage that could not have been achieved by another means. These results will only continue to compound over time.”

– Meryl Redisch, Executive Director, Audubon Society of Portland

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## WHAT WILL THE INTERTWINE ALLIANCE DELIVER? (the results)

At the most fundamental level, The Intertwine Alliance exists to accomplish two things:

**ENGAGE RESIDENTS.** The Intertwine Alliance brings together the many disparate voices currently promoting parks and conservation behind a powerful and integrated branding and messaging campaign. The campaign motivates residents through their interest in fun and relaxation, and then builds an ethic of stewardship and civic engagement over time.



Phil Selinger (right), Willamette Pedestrian Coalition, studies Intertwine material. Photo M. Houck

**INCREASE INVESTMENT.** The Intertwine Alliance was formed to attract new local, regional, state, federal and private investment and to create efficiencies in the way that existing funding is used.

All activities of The Intertwine Alliance are intended to achieve these two interrelated objectives, as a way to fulfill the environmental, economic equity, public health, recreation, and educational outcomes described in the previous section.



## ENGAGING RESIDENTS: THE FOUNDATION OF THE ALLIANCE STRATEGY

Most organizations with a mission to keep our water and air clean, build and maintain parks and trails, respond to climate change, protect wildlife, and support public health, must successfully engage and motivate the public in order to succeed. This can be challenging, considering the fierce competition for the public's attention. Working as an alliance makes it possible to connect to the public much more deeply and effectively than going it alone. The Intertwine brand was specifically developed to be fun and engaging and decidedly not governmental or institutional in tone.

The Intertwine is “co-branding” with its partners. The objective is to strengthen partner brands, not replace or subsume them.

The Alliance is implementing a long term public engagement strategy and campaign. It is developing tools to help residents unlock hidden connections to nature near where they work and play, encouraging them to spend more time being active and exploring nature. The Alliance will build on this initial connection with the public to strengthen residents' innate ethic of environmental stewardship and civic engagement. Ultimately, residents will feel a sense of ownership and connection to The Intertwine that leads them to want to take action in support of the programs of Alliance partner organizations.



Artist renderings of Intertwine signing and co-branding, courtesy of SeaReach Ltd.

## MAJOR ACCOMPLISHMENTS TARGETED FOR 2011-12



The Intertwine will connect transit hubs with opportunities to explore nature (artist rendering by SeaReach Ltd)

### **BEGIN IMPLEMENTING THE INTERTWINE SIGN PLAN AND INFORMATION SYSTEM.**

The Intertwine sign plan will establish Intertwine-themed signage that links together the region’s parks and trails into an integrated network. The signage will build on parks jurisdictions’ existing signage. Funding will be targeted to high-visibility locations that demonstrate the complete, integrated nature of the sign plan, connecting multiple modes of travel and multiple parks jurisdictions.

### **ENGAGE A CREATIVE SERVICES FIRM TO HELP MANAGE THE INTERTWINE PUBLIC AWARENESS CAMPAIGN.**

The firm will develop and manage content for The Intertwine Alliance website, coordinate public awareness activities and work with The Intertwine Alliance long term to implement The Intertwine brand.

### **COMPLETE A MAJOR UPGRADE IN INTERTWINE WEB CAPABILITY.**

The new Intertwine website will integrate multi-modal route finding that will allow people to explore the region’s parks, trails and natural areas by any mode of travel they choose. The website will include a search function that draws together information on parks and trails and identifies the locations where users can see different species of birds and wildlife and the best places in the region to do just about any activity in the outdoors. These data layers will be “open” so developers can easily access data to create Intertwine apps.



TriMet promotes The Intertwine. Much of The Intertwine is accessible by transit.

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“At KEEN, we believe in helping to connect communities to the outdoors. So for us, the Intertwine Initiative is a perfect example of leadership focused on outdoor community connection with a real plan...that the entire Portland region can call its own.”

– James Curleigh, President and CEO, KEEN Footwear

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## ATTRACTING INVESTMENT TO BUILD, MANAGE AND PROTECT THE INTERTWINE

The Alliance builds coalitions of public, private and nonprofit organizations that establish clear regional priorities and then come together behind strategies to attract local, regional, state, federal and private investment. The diagram on the next page shows how this approach works, and how The Intertwine's communications and branding works in support of funding strategies.

### MAJOR ACCOMPLISHMENTS TARGETED FOR 2011-12

**REGIONAL SYSTEM PRIORITIES AND FUNDING STRATEGIES.** We will identify key funding needs of the region's parks and trails and develop one or more funding strategies that will be implemented in the course of the next two to five years. Parks directors have been laying the foundation for this outcome over several years.

**CONSERVATION STRATEGY AND BIODIVERSITY ATLAS.** We will complete the region's first conservation strategy and biodiversity atlas, which will guide future investment in conservation priorities as well as help the public understand, enjoy and protect the region's native plants and wildlife. A funding strategy is in the works that will target national foundations and federal agencies for climate change and public health funding.

M. Houck



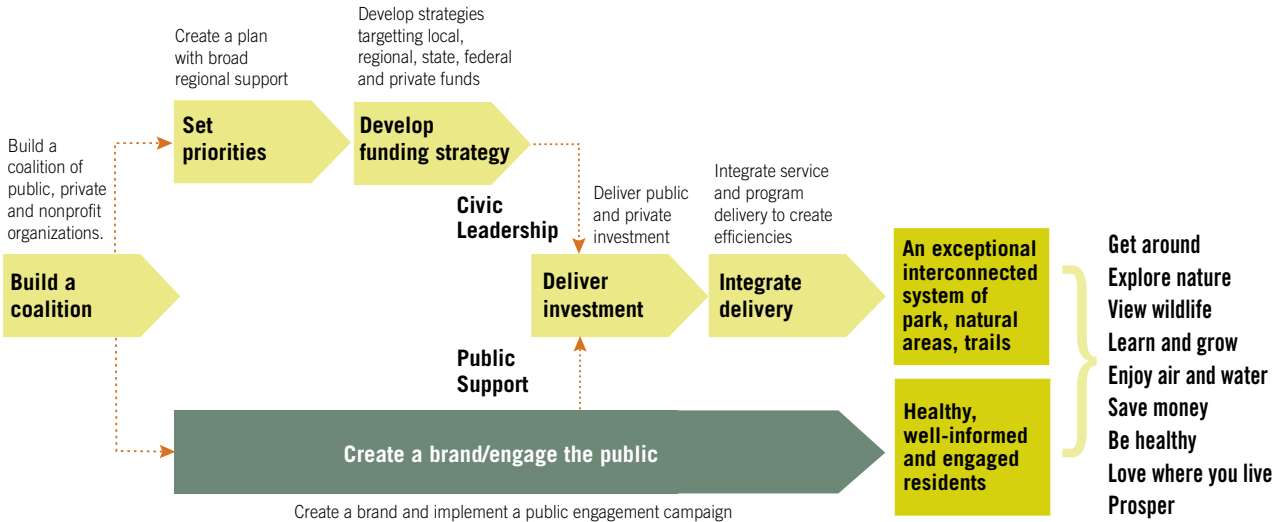
**PRIORITY CORRIDORS AND FUNDING STRATEGY FOR ACTIVE TRANSPORTATION.** Metro and the Intertwine Executive Council for Active Transportation are developing a list of active transportation corridors and networks with the potential to create substantial shifts in how people travel through the region. The Executive Council is evaluating funding strategies for developing priority corridors.

**CONSERVATION EDUCATION STRATEGY.** An Intertwine Alliance Conservation Education Task Force with broad representation is working to create an efficient and intentionally connected system of conservation education providers throughout the region, providing a robust continuum of educational opportunities.



# HOW THE INTERTWINE ALLIANCE ACHIEVES ITS OBJECTIVES (the business model)

## THE INTERTWINE ALLIANCE BUSINESS MODEL



“Oregonians are known for their connection to nature, love of outdoor recreation and devotion to active transportation. The Intertwine Alliance has brought civic leaders together to ensure that we live these values through increased investment in parks and conservation activities.”

– Scott Welch, Global Corporate Realtions Manager,  
Columbia Sportswear Company

# THE INTERTWINE “PETALS” (product lines)

Because The Alliance’s scope is so broad, the work of attracting investment is divided among six inter-related initiatives. A diagram of this structure resembles a daisy, so the five initiatives in the outside of the diagram are often called “petals.” The Alliance applies the strategy outlined in the business model (build a coalition behind a plan and a set of priorities, then create and implement a funding strategy) to each of the five focus areas.



**1. THE CONSERVATION INITIATIVE** is protecting and restoring the region’s biodiversity and fish and wildlife habitats and addressing how investments in ecosystems contribute vital services to our region.

**2. THE ACTIVE TRANSPORTATION INITIATIVE** is completing a network of neighborhood-scale bicycle and pedestrian trails and routes spanning the region.

**3. THE ACQUISITION INITIATIVE** is purchasing and protecting some of the most beautiful and ecologically-important lands in the region to put into public ownership as parks, trails and natural areas.

**4. THE REGIONAL SYSTEM INITIATIVE** is building and maintaining a connected, world-caliber network of parks, trails and natural areas.

**5. THE CONSERVATION EDUCATION INITIATIVE** is fostering stewardship by ensuring that residents of all ages have high quality opportunities to learn about all elements of the region’s ecosystem.

The circle at the heart of the daisy is called the “core.” The core represents all the activities that unify and integrate Intertwine initiatives, including managing The Intertwine brand, coordinating and integrating the individual petal initiatives, supporting coalition building, creating successful funding strategies, and stewarding The Intertwine Alliance’s vision and overall strategy. A work group called the “Core Group” manages this work on behalf of The Intertwine Alliance.

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“The challenges we face are not unique to one jurisdiction or another. It makes sense to take a collective approach to them; in fact, it is likely essential to our success.”

– Zari Santner, Director, Portland Parks and Recreation  
Doug Menke, Director, Tualatin Hills Parks and Recreation, in a letter to parks directors

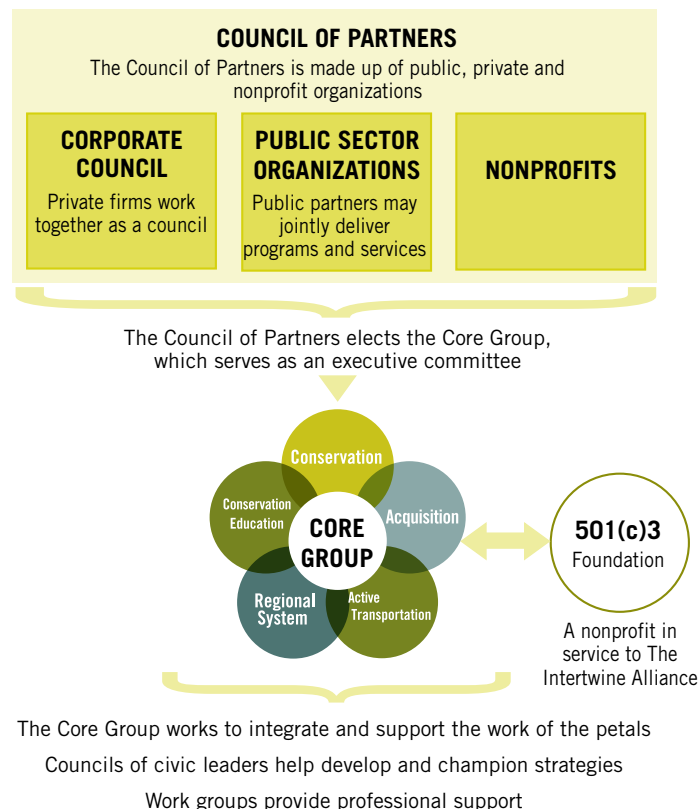
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# HOW WE MAKE DECISIONS AND GET WORK DONE (structure and operations)

The Intertwine Alliance is, first and foremost, a coalition. Decisions about the Alliance’s activities and direction are made by the partners in the coalition. To date, Intertwine Alliance activities and funding have been managed using fiscal agents. However, the Alliance is now working to establish a nonprofit foundation that will serve as its fiscal agent. This work is targeted for completion by June 30, 2011. The purpose of the foundation is to support the Alliance in increasing funding and resources available to Alliance partners.

Organizations become partners in the Alliance by signing a Declaration of Partnership and pledging a cash and/or in-kind contribution to the Alliance. Partners in The Alliance are given a seat on the Alliance Council of Partners. The Council meets at least once per year to review the progress of the Alliance, make key decisions, and elect The Intertwine Alliance Core Group, which has a maximum of fifteen seats.

## INTERTWINE ALLIANCE ORGANIZATION



# INTERTWINE ALLIANCE STAFF

## (the personnel)

The Intertwine Alliance employs staff capacity sufficient to support the work of The Intertwine “Core.” This Core work is funded largely through Intertwine partner dues, supplemented by in-kind contribution by Intertwine partners. The work of The Intertwine petals is largely accomplished through grants and in-kind contributions of Intertwine partners.

The Alliance plans to establish a 501(c)3 trust to serve as the fiscal agent for hiring and/or contracting with staff. Staffing for The Intertwine Core is as follows:

**INTERTWINE EXECUTIVE (1 FTE).** The Intertwine Executive has primary responsibility to carry out the strategic plans and policies established by the Intertwine Alliance Core Group. The Executive is responsible to build the coalition and attract sufficient investment in it; to implement the Intertwine public engagement campaign; and to help guide and integrate the work of the Intertwine petals. The Executive helps ensure that the Alliance develops in line with its founding principles and delivers on its mission.

This role has been performed by Mike Wetter, originally through his position as Senior Advisor to Metro Council President David Bragdon, who was a founder of the Alliance. Beginning in September 2010, Metro extended Mr. Wetter’s employment specifically to serve as Intertwine Alliance Executive. This arrangement is expected to continue through June 30, 2011, when The Intertwine Alliance will be required to retain an Executive, whether it is Mr. Wetter or someone else, through a means other than Metro employment. Mr. Wetter’s bio and a work plan for The Intertwine Alliance Executive are provided in the appendix.

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“The Intertwine Alliance is ensuring that parks, trails and natural landscapes are recognized as an essential element of the region’s infrastructure and central to the region’s economic, social and ecological health...not as an extra frill”

– Mike Houck, Director, Urban Greenspaces Institute

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**INTERTWINE COMMUNICATIONS (APPROXIMATELY 1 FTE).** Intertwine communications personnel manage the Intertwine web and public engagement campaign. Duties include web development, management of web content, web technical management, promotions, brand oversight and strategic communications. This function was historically provided by Metro. In the future, it will be provided by an advertising and marketing firm or consultant.

**ADMINISTRATIVE SUPPORT (.5 FTE).** This position supports the Alliance Core Group, Brand Implementers work group, Council of Partners, Alliance summits and events and partner communications. Cynthia Sulaski currently serves in this role, with the Audubon Society of Portland serving as fiscal agent. Following the current transition, the Intertwine Administrator will be contracted or employed by the Intertwine Alliance Trust and report to the Intertwine Executive.



Greenstreet projects, such as this one for Portland's "Tabor to the River", can cost up to **40% less** than the traditional "grey" street upgrade. Photo Portland Bureau of Environmental Services

# THE BENEFITS OF BEING AN ALLIANCE PARTNER (the value proposition for investors)

The Intertwine Alliance is a parks, trails and natural areas movement whose success derives from its strong coalition of partner organizations. The Alliance welcomes nonprofits, government agencies and private firms as partners. Individuals can become part of The Intertwine Alliance by joining or contributing to one of our partner organizations and participating in Alliance initiatives.

## Opportunities of Membership

The primary benefit of being an Intertwine partner is to be part of the growing and dynamic movement that is shaping the future of the region. Alliance partners accomplish the following:

**ADDRESS CRUCIAL ISSUES AND OPEN NEW POSSIBILITIES.** The Alliance is working at the regional, state and federal levels to identify and develop solutions to difficult challenges, including ways to increase funding and investment. Your organization can help develop and implement these strategies.

**ENGAGE THE PUBLIC.** Parks providers, nonprofits, government agencies and private firms are “co-branding” with The Intertwine as a way to identify themselves as part of a larger coalition.

**CONNECT TO A BROADER COMMUNITY.** The Intertwine Alliance facilitates collaboration and sharing of information, capacity and connections. The Intertwine attracts many that were not previously engaged in “green” activities or advocacy, allowing partners to form valuable new connections.

**ENLIST NEW CHAMPIONS.** The Intertwine Alliance attracts new champions for parks, trails and natural areas, including civic and business leaders who can carry weight with policymakers and the public.

The Intertwine Alliance has an online portal that provides up-to-date information about Intertwine Alliance activities and an opportunity to share information and connect with other Alliance partners. The Internet address is <https://theintertwine.groupsie.com>.

**MAKE DECISIONS.** Partners automatically become members of the “Intertwine Council of Partners” and participate in making key decisions, such as which new funding sources The Alliance should target. Other opportunities to participate and lead are available depending on your organization’s particular interest.

**ACHIEVE YOUR MISSION.** The Intertwine Alliance provides a vehicle to advance your mission. It is a platform to increase your organization’s visibility and get your message across to the public and key policymakers. It provides forums and connections that build the capacity of partner organizations, helps them become better informed, and increases their effectiveness and success.

## Contributing to the Alliance

Organizations become partners in The Intertwine Alliance by making a cash contribution to The Intertwine Alliance and signing The Intertwine Alliance Declaration of Partnership. In-kind contributions are eligible as dues in cases where an organization provides a service that The Intertwine Alliance would otherwise have had to pay for. For example, the Audubon Society of Portland has managed the Intertwine’s contract with the Alliance coordinator as an in-kind contribution.

### **INTERTWINE ALLIANCE ANNUAL CONTRIBUTIONS (minimum suggested)**

<b>Nonprofits</b>	<b>Cash</b>	<b>Public and Private Organizations</b>	<b>Cash</b>
0 to 20 staff	\$100	0 to 10 staff	\$100
20 or more staff	\$1,000	10 to 50 staff	\$1,000
		50 or more	\$6,000

Organizations may contribute more or less than the amount listed in these tables, or provide in-kind services in lieu of cash, by agreement with The Intertwine Alliance Core Group.

## BUDGET (the financials)

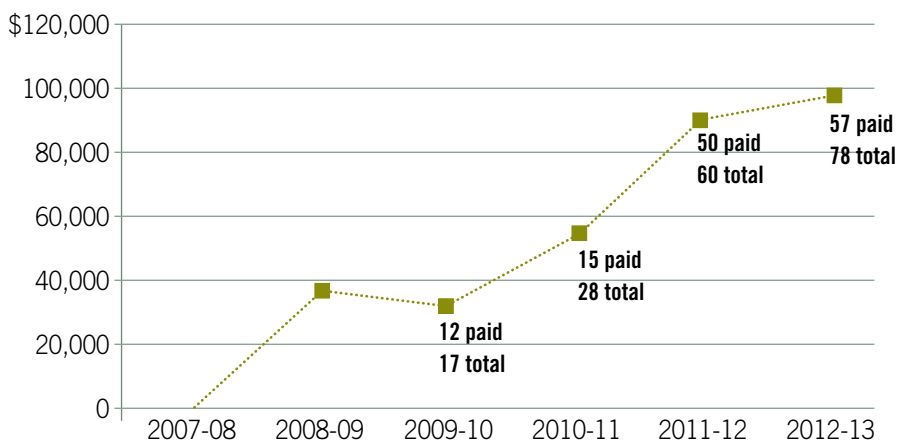
Much of The Intertwine Alliance's work is accomplished through in-kind support from Alliance partners. However, cash is necessary for core activities such as paying staff and implementing the branding and public awareness campaign. Goals for cash revenues and expenses are as follows:

**ESTABLISH A BASE CAPACITY OF \$250,000 TO \$300,000 PER YEAR FOR THE INTERTWINE ALLIANCE CORE.** Funding is primarily for the Intertwine website, sign plan, public awareness campaign, and a staff of 2.5 to 3 FTE. Revenue must be sufficient to support the two focus areas of public engagement and increasing investment. These focus areas should require modest revenue growth over the years. The Intertwine Alliance will not operate programs; this work is left to Alliance partners.

**BROADEN FINANCIAL SUPPORT.** The Intertwine Alliance was pioneered by a few organizations that, in its first few years, provided a large share of the Alliance's financial and in-kind support. The Alliance will more aggressively broaden the base. In fiscal year 2009-10 there were 15 cash partners. The target for 2010-11 is 50 and the target for 2011-12 is 57. Targets for partner contributions in fiscal year 2010-11 is \$55,900, in 2011-12 it is \$90,000 and in 2012-13 it is \$100,000.

Financial results and a budget for upcoming years are provided on the next page. Note that this budget is for Intertwine Alliance Core work only. *The costs of the work of The Intertwine petals are not included.*

**ACTUAL AND PROJECTED PARTNER REVENUE AND GROWTH**





**INTERTWINE ALLIANCE CORE REVENUES AND EXPENSES:  
ACTUAL AND PROJECTED** *(Core work only (does not includes Petals or in-kind))*

	2007 – 08	2008 – 09	2009 – 10	2010 – 11	2011 – 12	2012 – 13
<b>REVENUES</b>	(Actual)	(Actual)	(Actual)	(Budget)	(Budget)	(Budget)
Dues contributions from partners		38,360	32,150	55,900	110,000	120,000
Grants/Metro contribution*		55,000	22,561	220,000	150,000	160,000
Event-related contributions	3,000					
Ad revenue (website)						20,000
<b>Total Revenue</b>	<b>3,000</b>	<b>93,360</b>	<b>54,711</b>	<b>275,900</b>	<b>260,000</b>	<b>300,000</b>
<b>EXPENSES</b>						
<b>Brand Management and Communications</b>						
Brand development		40,300	22,040			
Parking Day			18,290	8,750		
Web development			5,393	125,000	35,000	50,000
Web technical maintenance					10,000	10,000
Web editing and content				15,000	40,000	50,000
Events				10,050	15,000	20,000
Sign plan and implementation				95,000	10,000	25,000
<b>Total branding and marketing</b>		<b>40,300</b>	<b>45,723</b>	<b>253,800</b>	<b>110,000</b>	<b>155,000</b>
<b>Coalition building and networking</b>						
Partner events/retreats	3,000	1,014	1,424	3,000	3,000	3,000
<b>Total Coalition building and networking</b>	<b>3,000</b>	<b>1,014</b>	<b>1,424</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Operations</b>						
Executive**				5,000	100,000	100,000
Coordinator		17,266	18,044	22,000	24,000	26,000
Office expenses		264	484	600	2,000	2,400
Travel			1,500	1,000	2,500	2,500
<b>Total operations</b>		<b>17,531</b>	<b>20,028</b>	<b>28,600</b>	<b>128,500</b>	<b>130,900</b>
<b>TOTAL ALL</b>		<b>58,845</b>	<b>67,176</b>	<b>285,400</b>	<b>241,500</b>	<b>288,900</b>
<b>Net</b>		34,515	(12,465)	(9,500)	18,500	11,100
<b>Cash balance</b>	0	34,515	22,050	19,088	37,588	48,688

\* Size of Metro contribution to be determined by Metro Council.

\*\* Executive salary is not yet set. \$1000,000 is included as a placeholder.

## FOR MORE INFORMATION

More information about The Intertwine Alliance and its activities is available in the appendix to this business plan. There you will find:

### More about the Alliance

- A brief history of The Intertwine Alliance: how we got to where we are today (diagram)
- Alliance functions: activities The Alliance performs in order to execute on the business model and achieve its targeted outcomes (diagram)
- Participation in The Alliance: the Declaration of Partnership and forms and information about becoming a partner.
- Councils and work groups: detailed profiles of each of the councils and work groups currently engaged in the work of the Alliance “petals” and “core.”
- Alliance Executive work plan: tasks assigned to The Intertwine Alliance Executive.
- Michael Wetter bio: background information on the current Intertwine Executive.

### More about the brand and public engagement

- Public engagement strategy: a detailed strategy for establishing The Intertwine brand and engaging the public.

### More about increasing investment

- Petal activities and targeted outcomes overview: a high-level overview of the activities and expected outcomes of each of The Intertwine petals in the context of the business model (Diagram)
- Short, mid and long-term outcomes: results we expect to see over the next twenty years.

Go to <https://theintertwine.grouppsite.com> to download a copy of the appendix and for updates on Alliance activities.



Photos M. Houck

