

STRATEGIC PLAN 2019-2024



photo courtesy of Tualatin Hills Park & Recreation District



GOAL #1



Create and promote a compelling and specific vision for our region's parks, trails and natural areas.

1

With conservation partners, and in close collaboration with communities of color, audit progress made and steps needed for implementation of 2012 Regional Conservation Strategy (RCS).

2

Guided by RCS, create 30-year vision for conservation in region.

- a Partner with stakeholders, communities of color, and low-income communities to define a vision broadly shared and to develop strategies for delivery.
- b Assess "greenprint" model as tool for developing vision.

3

Create conceptual renderings of region's parks, trails and natural areas now and when we achieve collective goals. Include connectivity, health impacts, progress made by year, etc.

4

Serve as innovation hub to identify and scale practices that help region achieve vision more quickly and effectively.

5

Serve as accountability hub for progress toward regional conservation vision, toward access to nature for all communities, toward positive impacts on human health. Research, measure, convene and report publicly on progress.

7

Build awareness, support and ownership of vision among policy makers and with regional communities.

6

Continue equity cohort program to increase partner organizations' capacities for inclusive and equitable progress toward collective vision.



GOAL #2

Work with local and regional communities to secure \$1 billion in equitable investments for the region's parks, trails and natural areas by 2024.

1

With communities of color and experts in this field, define "equitable investments" and criteria for deciding which funding efforts to support.

2

Assess park, trail and natural area funding opportunities and needs across region for equitable investment opportunities.

3

Provide assistance to local and regional communities for their funding needs, including research, funding measure design, and best-practices tool kit for equitable investment.

4

Make common cause with organizations working on affordable housing, transportation and health to advance mutual goal of healthy, thriving communities.

6

Continue equity cohort program to increase partner organizations' capacities to make equitable investments and achieve equitable outcomes.

5

Advocate to policy makers for funding needs and how they connect to conservation, access to parks and nature, public health and economic vitality.

7

Develop and execute advocacy strategy to deliver on this goal.

GOAL #3



Improve organizational health, as evidenced by equity and inclusion practices and outcomes, financial sustainability, and ongoing staff and board development.

1

Create diverse and inclusive workplace at staff and board levels.

2

Develop fundraising plan to achieve strategic goals.

3

Refine partner dues structure and expand partner base to achieve financial stability and sustainability. Increase diversity of active Alliance members.

5

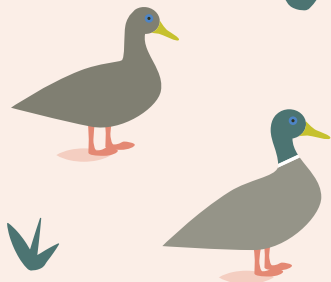
Develop organizational equity lens and strategy.

4

Create inclusive, consistent mechanism for feedback on organizational culture and progress.

6

Participate in equity cohort program to continue refining internal policies, procedures and culture.



OUR MISSION




To inspire a coalition working to preserve and nurture a healthy regional system of parks, trails and natural areas

OUR VISION

The Intertwine Alliance mobilizes the Portland-Vancouver region in support of healthy and resilient communities. Our shared environment brings us together and connects us, introduces new generations to nature, and galvanizes us to care for our planet. We envision a region connected by forests and streams, supporting thriving habitat for fish and wildlife. In this future, the benefits of clean air and clean water, access to nature, recreational opportunities, and a clean economy flow equitably to all residents regardless of race or income.

OUR VALUES

Because we recognize the abiding power of position and privilege, often wrapped in the mantle of unconscious bias, we:

-  welcome and encourage diversity;
-  view all of our work through an equity lens; and
-  practice and promote inclusion.

We are committed to the values of respect for, and collaboration with, all of our community partners.

OUTCOMES with associated goals

-  1 Audit of Regional Conservation Strategy that shows progress, needs and next steps
-  1 Vision of regional conservation broadly shared by regional communities, including communities of color
-  1 Inspiring conceptual depiction of conservation aspirations for next 30 years
-  2 \$1 billion investments in capital and stewardship, prioritizing park and nature access for communities of color and low-income communities, resulting in reduction of disparities
-  2 Best-practice research and reporting on equitable parks and conservation funding strategies
-  1  2  3 Developed partnerships with communities of color and low-income communities
-  2  3 Long-term partner commitment to funding and participation in Alliance
-  2 Advocacy database and communications strategies that mobilize Alliance for calls to action
-  1  2  3 Improved organizational capacity among partners leading to equity outcomes across sector
-  3 Diverse board of directors and staff that have created an inclusive workplace and model best practices for equity